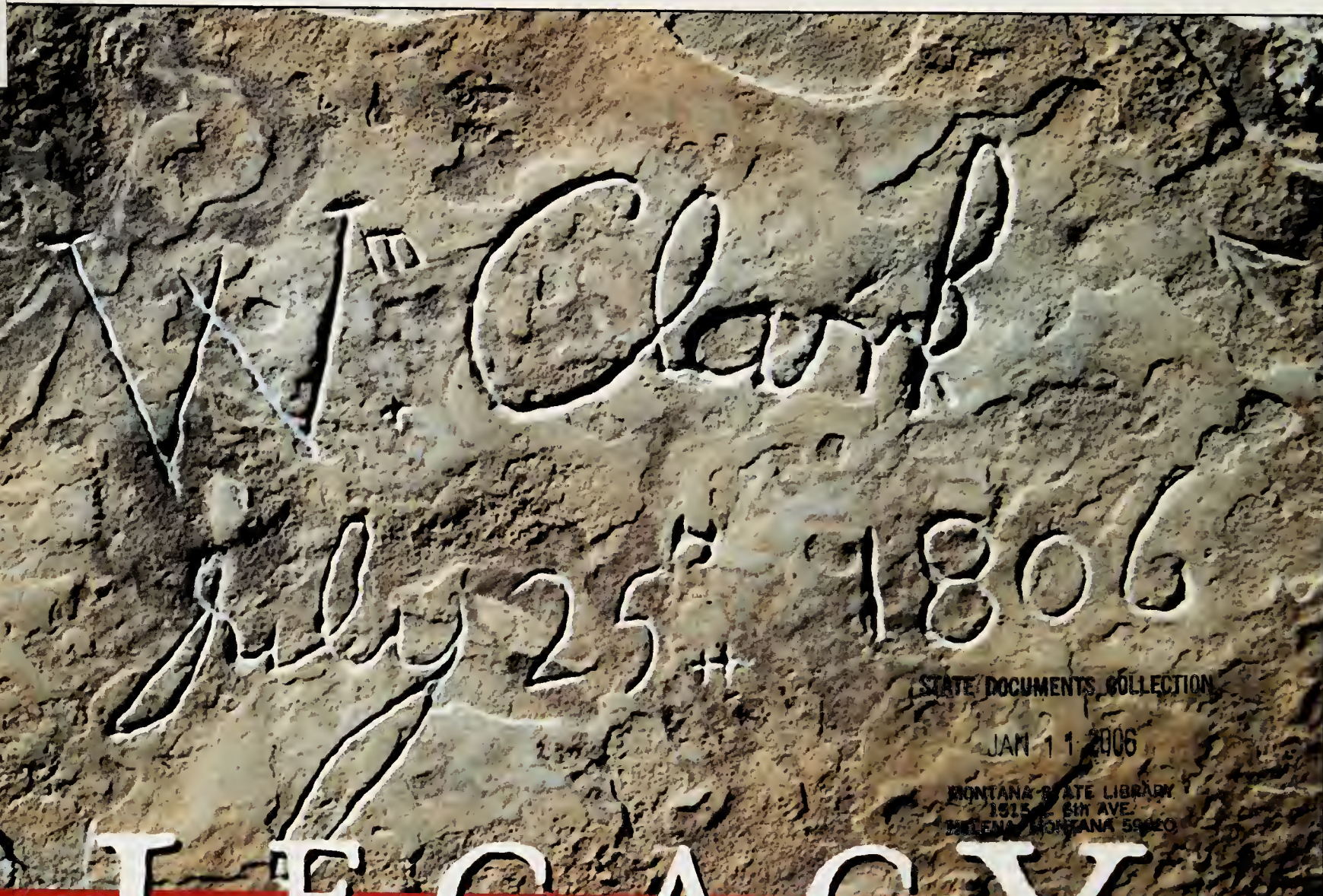


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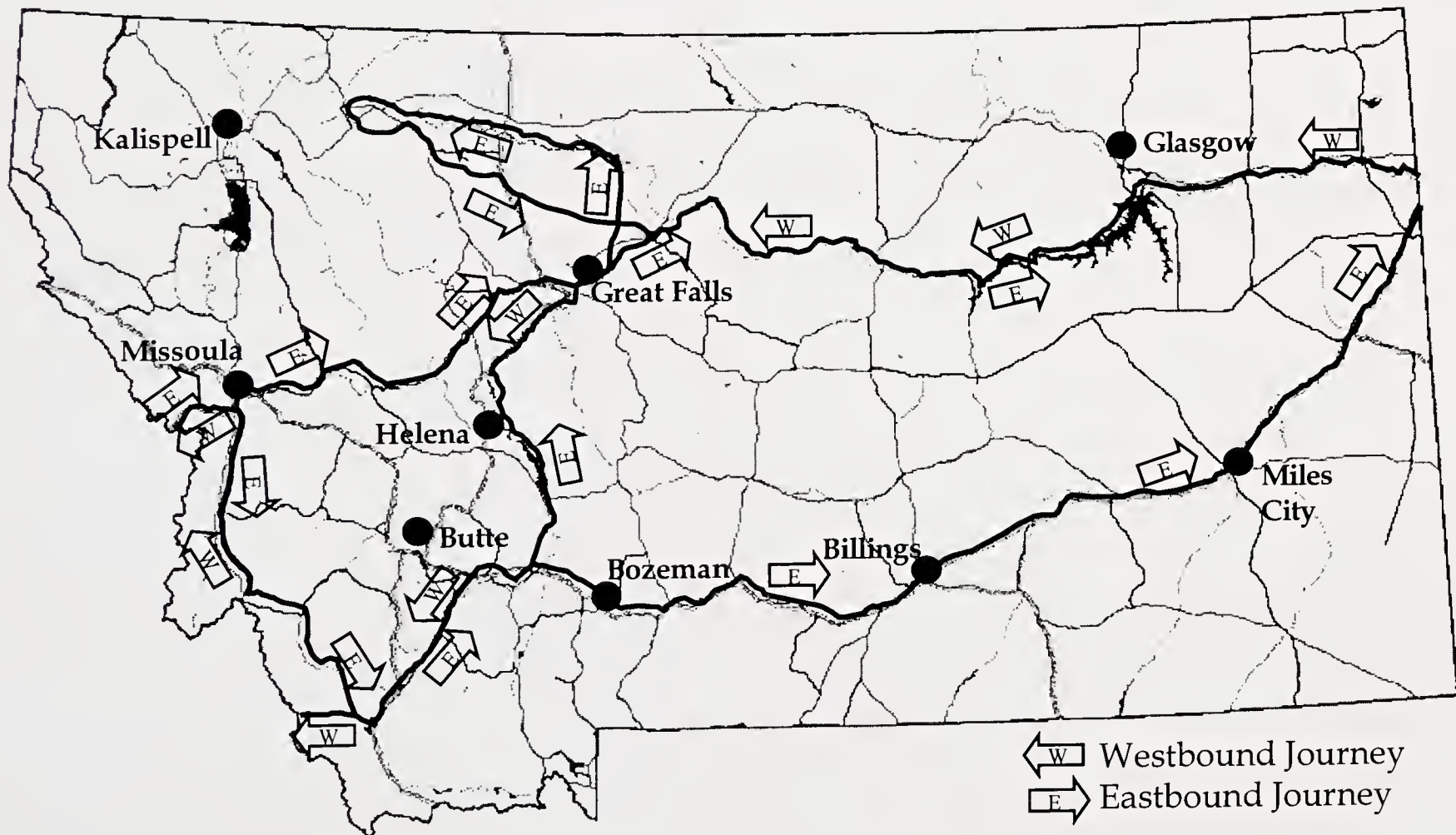
Montana Lewis and Clark Bicentennial Master Plan

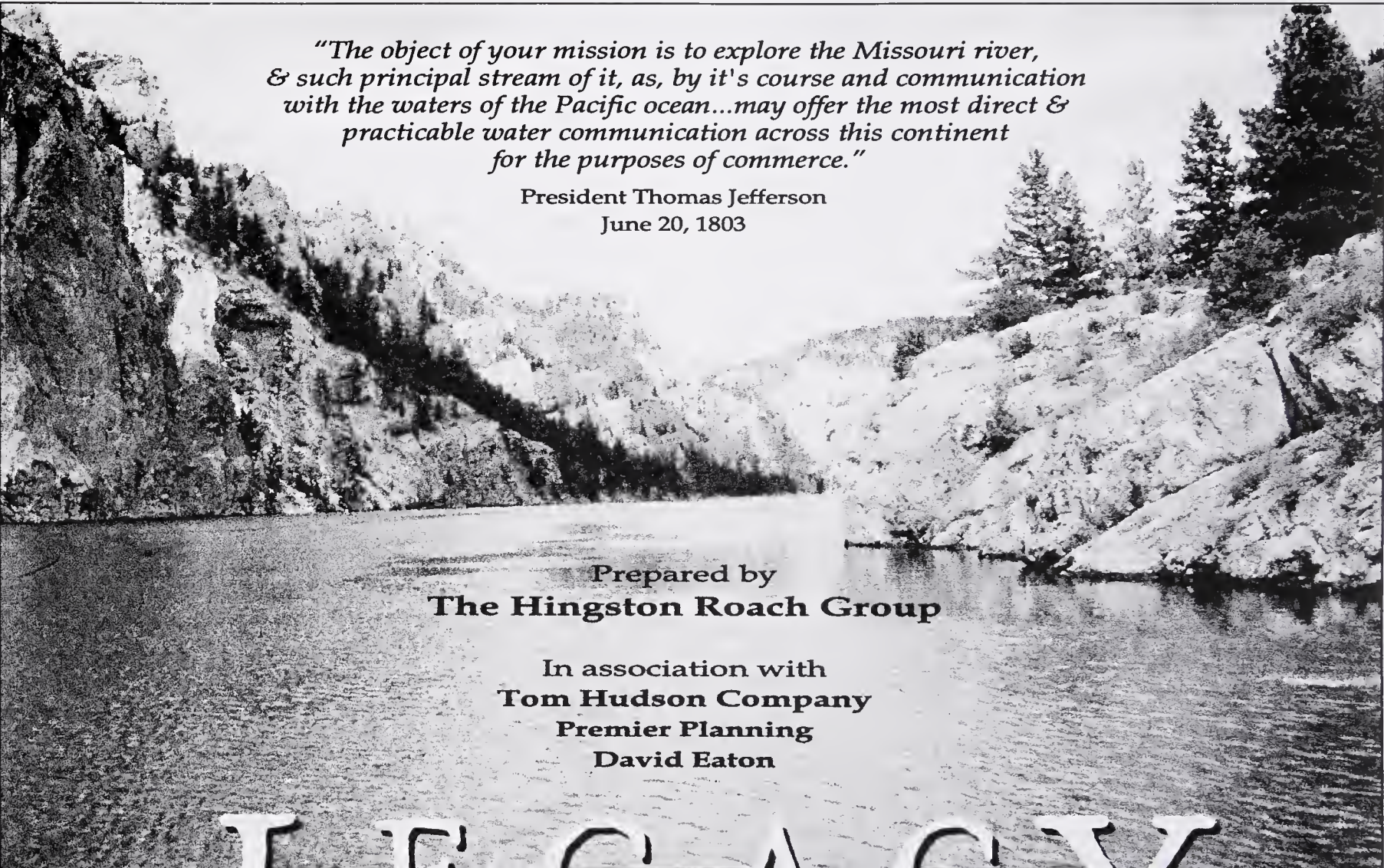
Prepared for the Montana Lewis and Clark Bicentennial Commission

October 2000



THE LEWIS & CLARK NATIONAL HISTORIC TRAIL IN MONTANA





*"The object of your mission is to explore the Missouri river,
& such principal stream of it, as, by it's course and communication
with the waters of the Pacific ocean...may offer the most direct &
practicable water communication across this continent
for the purposes of commerce."*

President Thomas Jefferson
June 20, 1803

Prepared by
The Hingston Roach Group

In association with
Tom Hudson Company
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LEGACY

Montana Lewis and Clark Bicentennial Master Plan

Prepared for the Montana Lewis and Clark Bicentennial Commission

October 2000

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October 2000

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TABLE OF CONTENTS

Executive Summary	ES-1	Chapter V: Travel Corridors	51
Chapter I: Background and Context.....	1	Destination System	51
Planning Process	3	Bitterroot Corridor	53
Key Players	4	Blackfeet Corridor.....	53
American Indian Perspective.....	5	Great Falls Corridor.....	54
National Partners.....	6	Headwaters Corridor	54
Chapter II: Current Conditions Along the Trail.....	9	Pompeys Pillar Corridor	55
Gateways & Highways	12	Lower Yellowstone Corridor.....	55
Tourist Services & Markets	14	Missouri Breaks Corridor	56
Bicentennial Visitors.....	16	Chapter VI: Promotion.....	57
Strengths, Opportunities, Challenges, Threats.....	19	Strategic Markets	57
Chapter III: The Montana Bicentennial Strategy	21	Supply and Demand.....	58
Guiding Principles, Strategic Goals & Proposal Criteria ..	22	Promotion Elements	59
Strategic Framework	25	Timing Issues, Recommendations.....	62
Organization and Roles	27	Allocation of Resources.....	63
3-Tiered System.....	30	Chapter VII: Implementation.....	65
Chapter IV: Tier I Program	33	Implementation Steps.....	65
Historic Preservation Projects	33	Implementation Timeline and Budget Summary.....	66
Education and Communication Projects.....	36	Chapter VIII: Fundraising Strategy.....	69
Community Development Projects.....	40	Business and Corporate	69
Resource Management Projects.....	44	Foundations and Grants	70
Business Development Projects	46	Legislature and Congress	71
American Indian Priorities	48	Licensing and Sponsorship.....	72
Statewide Programs.....	49	Resource Allocation.....	72
		Appendices.....	73

Maps

1.1 Tribal Occupancy Areas	5
2.1 Lewis & Clark Trail and Key Sites	9
2.2 Strategic Gateways.....	12
2.3 Planned Highway Improvements.....	13
2.4 Lodging and Camping Facilities	14
4.1 Key Lewis & Clark Sites and Destinations.....	34
4.2 Strategic Orientation Sites.....	37
4.3 Bicentennial Events	41
5.1 Travel Corridors	51
5.2 Corridors and Key Sites.....	52

Figures

1.1 Planning Process	3
2.1 1999 Hotel Occupancy	15
3.1 Five-Point Strategic Framework.....	25
3.2 Strategic Framework Benefits	26
3.3 Recommended Roles	28
3.4 3-Tiered System	31

Tables

2.1 Corps' Journey Overview	10-11
2.2 Timing of Lewis & Clark Events	15
4.1 Bicentennial Events Planned to Date.....	42
7.1 Top Priority Tier I Projects	66
7.2 Other Tier I Projects	67

Cover Photo: Clark's Signature at Pompeys Pillar

Inside Cover Photo: Gates of the Mountains

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Executive Summary

The Montana Lewis & Clark Bicentennial Master Plan is the result of a seven-month collaborative planning process led by the Montana Bicentennial Commission. Citizens, businesses, state and federal agencies, tribes and community representatives actively participated in identifying the priorities and programs recommended in the plan. Through this planning process, partnerships between groups already have been initiated or strengthened – and collaboration will be the key to successful Bicentennial preparation. These ongoing partnerships may be the Bicentennial's greatest legacies.

Whether Montanans are ready or not, the Lewis & Clark Bicentennial is coming. According to state and national research, millions of people will visit sites and communities along the Lewis & Clark Trail in Montana between 2003 and 2006. Many areas already are seeing increased visitation. Will the impacts and benefits of this national event be short-lived, or will preparations ensure that the Bicentennial leaves a positive legacy in Montana? The primary goal of this Master Plan is to maximize the opportunity for Bicentennial benefits.

Human imagination is rich and unpredictable. In every facet of the Commemoration, there will be people who come forward with diverse ideas on how to support, complement and exploit it. Without guiding principles or explicit values, activities could quickly become conflicting, undesirable or hurtful. Toward this end, the Montana Bicentennial Commission established a set of guiding principles to direct preparations for Bicentennial programs and events (summarized at right).

Hundreds of Bicentennial projects and events have been proposed to the Commission from around the state. During the planning process, the Commission and planning team reviewed and evaluated these proposals, along with data about Montana's Lewis & Clark sites, tourism, infrastructure and organizations. Based on this analysis, a five-point strategic framework was developed to address Bicentennial priorities and programming (see Figure 1, next page).

Each of the five points in the strategic framework will be linked to, informed by, and complementary to the others:

1. **Historic Preservation:** preservation of physical places, written and oral history, traditions, culture, and the natural environment surrounding historic places.

Bicentennial Commission's Guiding Principles

- ◆ Highest ethical standards
- ◆ Historical and cultural accuracy in interpretation and preservation programs
- ◆ Responsible stewardship, including potential social and environmental impacts
- ◆ An endorsement process that supports only high quality projects and events
- ◆ Objectivity in evaluating program and event proposals
- ◆ Emphasis on education in programs and events
- ◆ Fiscal responsibility in seeking and managing Bicentennial funds
- ◆ Partnerships and collaboration across all sectors
- ◆ Broad public participation – all perspectives are welcome and sought.

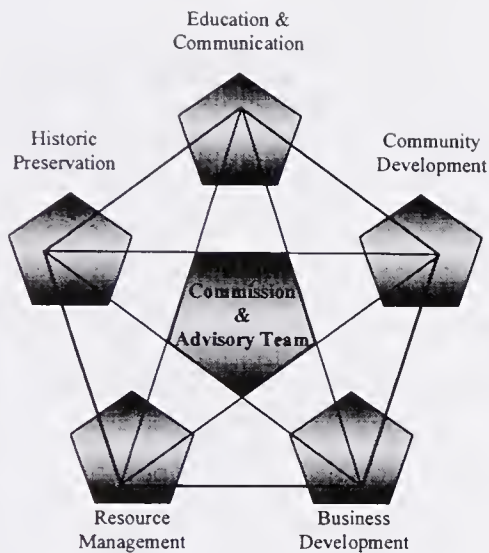


Figure 1. Five Point Strategic Framework

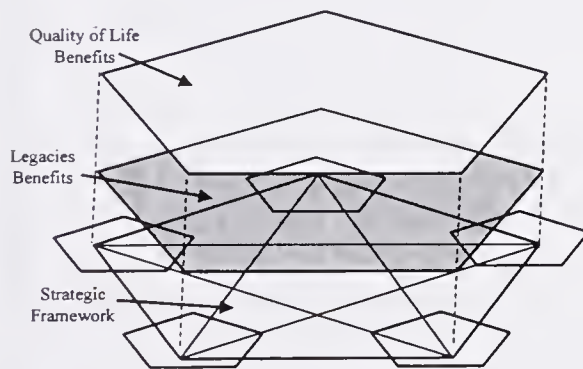


Fig. 2: The Strategic Framework and Its Residual Benefits

2. **Education and Communication:** development of school curricula, site interpretation, web sites, brochures, workshops, radio broadcasts, story telling, and enhanced regional cooperation and partnerships.
3. **Community Development:** improvements to downtowns, entry ways, restrooms, parks, roads, and public safety systems – another key legacy for Montanans; and events, festivals and reenactments to commemorate the Expedition's journey.
4. **Business Development:** return on investment in marketing efforts, lodging, tours, retail, hospitality training, services, and specialty product manufacturing.
5. **Resource Management:** enhanced amenities, adequate access, agency staffing, and means to protect historical, natural and cultural assets from negative impacts.

All endorsed Bicentennial projects fall within one or more of these five dimensions. In addition, these projects address Bicentennial goals, principles and criteria. Each program, project, event or investment in the Montana Strategy has been carefully evaluated to ensure that these standards are met.

The Master Plan is organized to ensure three things (see Figure 2). First, a comprehensive system – the strategic framework – will be put in place to sustain a successful Bicentennial experience for both Montanans and visitors. Second, lasting legacies in each of the five strategic dimensions will extend the Bicentennial benefits well into the future. Third, the overall quality of life for Montana's people will be improved through strategic Bicentennial programming.

The Montana Bicentennial Commission is ideally suited to act as the central facilitator for programming and collaborations between participants to ensure that the Bicentennial brings lasting legacy and quality of life benefits. But the Commission is just one part of the team. Success will come from effective mutual support between the Commission, communities, tribes, state and federal agencies, citizens and businesses. This Master Plan provides the framework for a technical assistance and communication system between partners, so that Bicentennial opportunities and challenges can be addressed effectively and strategically.

Time is of the essence. There is much work to do, and significant opportunities await. The purpose of this Master Plan is to guide strategic preparations in such a way that Montanans benefit from the Bicentennial legacy.

The Lewis & Clark Legacy

The Lewis & Clark Expedition Bicentennial is many things to many people. It is history, science, culture, education, commerce, Montana heritage, festivities and tourism. In a way, the Expedition was Montana's first group adventure tour. They hiked, fished, camped, boated, hunted, rode horses and even tried some winter sports in the Bitterroots. Like many of their successors two hundred years later, they saw abundant wildlife, they learned much about the area's culture, and they sought potential locations for future business development.

Much has changed in two hundred years. Yet modern explorers can experience Montana's rich natural beauty, outdoor recreation and culture as Lewis & Clark did - with a few more conveniences. Business opportunities abound. And visitors are welcomed with warm hospitality.

Could Lewis & Clark have envisioned that, two hundred years later, millions of people would commemorate the bicentennial of their expedition? What would they think of the changes in Montana since 1805-06? Could they have predicted the impact of their journey on native cultures? Would they be pleased with their legacy?

Perspectives about the Bicentennial Vary

National enthusiasm for Lewis & Clark, fueled by best-selling novels and television documentaries, has been described as a "phenomenon" - some say that it fills a need for heroes in an American culture currently lacking real heroes. But there are varying perspectives on the legacy of Lewis & Clark, and on the Bicentennial:

- ◆ To historians: *"the Event of the century"*
- ◆ To tourism businesses: *"the Opportunity of the century"*
- ◆ To conservationists: *"the (potential) Trampling of the century"*
- ◆ To residents: *"the (potential) Headache of the century"*
- ◆ To American Indians: *"the beginning of Change"*

The Bicentennial Commemoration of the Expedition in Montana must address all of these perspectives, and it must do so in a way that creates positive legacies for the next 200 years.

CHAPTER I:

Background and Context

- ❖ Introduction
- ❖ Stakeholders
- ❖ Planning Process
- ❖ Key Players
- ❖ American Indian Perspective
- ❖ National Partners

Lewis & Clark
Memorial, Fort Benton



In Montana, Who Are We Serving?

Planning for the Bicentennial is Crucial

Predictions vary about the number of people – both resident and nonresident visitors – who are expected to travel in Montana during the Bicentennial years (2003-2006). The Institute for Tourism and Recreation Research (ITRR) at the University of Montana conducted a national telephone survey in early 2000, and estimated that as many as 4-8 million *additional* nonresident tourists could visit Montana during the four year period. That number of additional visitors could strain community infrastructure and amenities, particularly in rural areas.

The Bicentennial in Montana also must be planned within the context of the National Commemoration. Although the official "Bicentennial years" in Montana are 2005 and 2006, the national event kicks off in January of 2003. There are eleven Trail states from Missouri to Oregon, and many other states from coast to coast planning events and activities for the Commemoration.

There are Many Stakeholders in the Bicentennial's Success

The Bicentennial offers potential benefits to many stakeholders, including Montana's citizens, businesses, agencies and visitors. The extent to which these stakeholders are involved in the planning and implementation of the Commemoration will determine its success. Some key stakeholders are:

- ◆ Montana citizens and communities
- ◆ Montana businesses
- ◆ Nonresident visitors
- ◆ Historians/preservationists
- ◆ Elected officials
- ◆ Public agencies
- ◆ Educators and students
- ◆ Montana tribes

Key issues are historical accuracy, cultural sensitivity, natural resource protection, community development, impact management, business development, historic preservation, collaboration and effective communication. Strategic planning is needed to address these issues in the context of Montana's values and priorities.

The Montana Master Plan is a "Big Picture" Strategy

The purpose of this Bicentennial Master Plan is to outline a strategy that addresses the key issues listed in the previous section. It is intended to be a "big picture" document – one that provides a strategic framework – and as such, it does not address details of every proposed project statewide. Instead, it provides a strategic *system* within which Bicentennial programs, projects and events can be supported. Its goal is to create a "seamless system" for Bicentennial programming.

The scope of the Master Plan includes the following:

- ◆ Assessment:
 - Key sites, supporting amenities, strategic markets
 - Strengths, challenges, opportunities and threats related to the Bicentennial
 - Gaps and overlaps in Bicentennial programming
- ◆ Strategy:
 - Bicentennial Strategic Framework
 - Top priority projects, programs and events
 - Travel corridors
 - General marketing strategy
- ◆ Implementation:
 - Timeline and estimated budget
 - Key partners, their roles and responsibilities
 - Implementation resources (funding, technical assistance)
 - Fundraising strategy

Development of this Master Plan began in March and was completed in September, 2000. The planning team followed a nine-step process (see Figure 1.1 at right), as contracted by the Montana Lewis & Clark Bicentennial Commission.

Figure 1.1. Planning Process

1. Orientation, information-gathering (March-May 2000)
 - Meet with Commission, key partners
 - Review results of previous focus sessions, workshops and meetings
 - Establish evaluation criteria for programs and projects
2. Evaluate current conditions (April-July)
 - Compile/review data, proposed projects, priorities, industry input
 - Evaluate context of national, other states' plans
 - Integrate all information, identify gaps and overlaps (May-July)
3. Present draft Strategy to Commission for approval (July)
4. Create and distribute Master Plan outline for public comment (August)
5. Obtain public input and endorsement (August-September)
6. Create Master Plan document (August-September)
 - Background, Context, Current Conditions
 - Strategies & action steps
 - Marketing strategy (especially targeting Montanans)
 - Fundraising, sponsorship & endorsement programs
7. Refine per public input; submit final Plan (September)
8. Commission adoption of Master Plan (October)
9. Begin Plan implementation (October/November)



Montana Bicentennial Commission Focuses on Coordination

Montana's Bicentennial commemoration effort is led by the Montana Lewis & Clark Bicentennial Commission, which was created by the 1997 legislature. The twelve Commissioners are appointed by the Governor to three-year terms, representing the private/non-profit sector, three state agencies (Montana Historical Society, Travel Montana, State Parks), and three American Indian tribes. The Commission's mission is to oversee the planning and implementation effort, by initiating statewide programs and supporting local/regional projects and events.

Key Players will Collaborate to Make the Bicentennial Happen

Planning and implementation of Bicentennial programs cannot happen successfully without the collaborative involvement of many partners. Along with the Commission, the key players are the following:

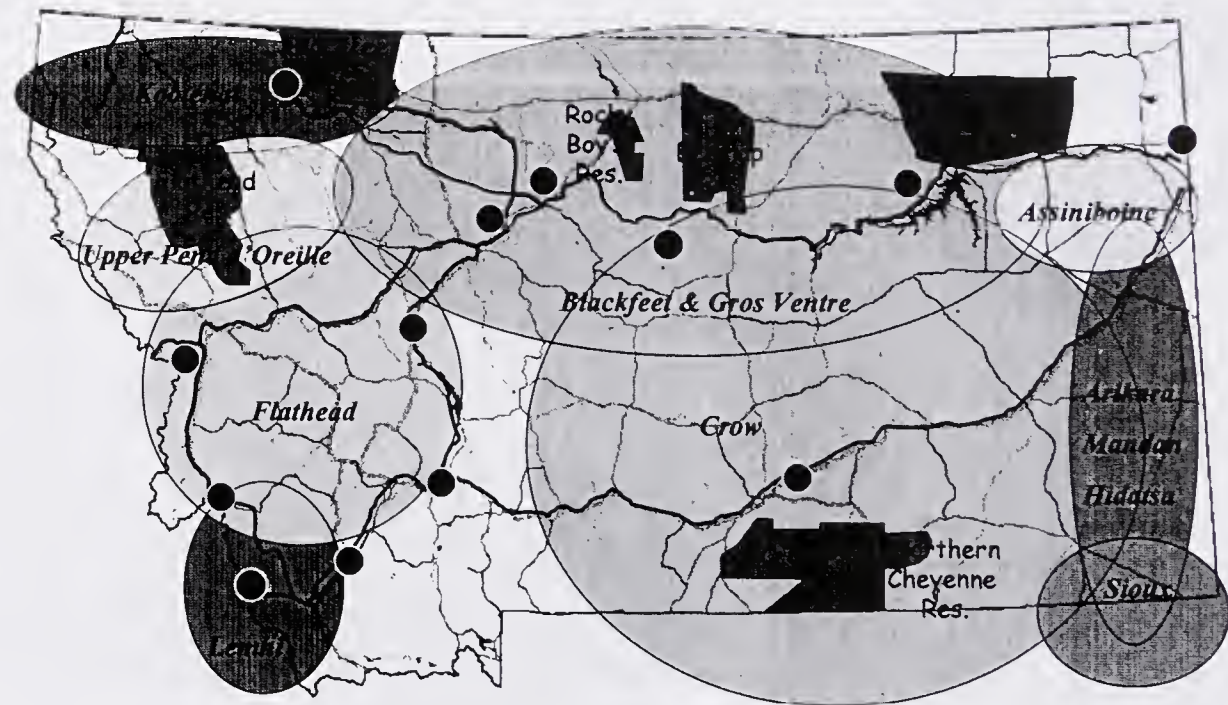
- ◆ Montana Lewis & Clark Bicentennial Commission (sponsor of the Master Plan)
- ◆ Travel Montana (Montana Department of Commerce)
- ◆ 15 local (county/regional) Bicentennial planning commissions
- ◆ 11 Tribes: Assiniboiné, Blackfeet, Chippewa-Cree, Crow, Gros Ventre, Kootenai, Northern Cheyenne, Pend d'Oreille, Salish, Sioux and Little Shell Chippewa
- ◆ 9 chapters of the Lewis & Clark Trail Heritage Foundation
- ◆ Lewis & Clark National Historic Trail Interpretive Center, Great Falls
- ◆ Montana Tourism & Recreation Initiative (MTRI) interagency planning team:
 - State Agencies: State Historical Society; Department of Fish, Wildlife & Parks; Department of Transportation; Department of Commerce; UM Institute for Tourism & Recreation Research, State Coordinator of Indian Affairs
 - Federal Agencies: USDA Forest Service; Bureau of Land Management; Bureau of Reclamation; U.S. Army Corps of Engineers; National Park Service; Bureau of Indian Affairs; U.S. Fish & Wildlife Service
 - Tribal Colleges: Blackfeet Community College, Little Big Horn College, Salish-Kootenai Community College, Fort Belknap Community College, Fort Peck Community College, Dull Knife Memorial College, Stone Child College
- ◆ Montana State Legislature and Governor's Office
- ◆ National Council of the L&C Bicentennial, Trail Heritage Foundation, Congress

American Indian Perspective

Of all the key players, the American Indians have a unique perspective about the Expedition and the Bicentennial. To the indigenous tribes, Lewis & Clark were not "discoverers," they were "invaders." Tribal lifestyles changed dramatically as a result of the Expedition's success. Two hundred years later, many tribes still struggle to adapt to those changes, while retaining their traditional heritage and culture. To them, the Bicentennial is not a "celebration," but it is a commemoration. It is a part of their history, too, and they welcome the opportunity to tell "the rest of the story:" the encounters between the Corps and native tribes, as told through tribal oral histories from the early 19th century to the present.

Map 1.1 depicts the approximate locations of original tribal occupancy areas judicially established in 1978 (as published by the U.S. Geological Survey), compared to the reservations of today. It also shows the route of the Corps of Discovery as they traveled through the homelands of various tribes. Note that today, only two reservations are located directly on or adjacent to the Lewis & Clark Trail, although the other five reservations are near it.

Montana's tribes seek to preserve their oral histories, including narratives that relate to the Lewis & Clark Expedition. They also want to ensure that tribal history and culture are interpreted accurately and appropriately. Many wish to participate as partners in planning the Bicentennial, and in implementation of programming such as reenactments, educational exhibits and displays, American Indian traditional games, conferences and tours.



Map 1.1. Original Tribal Occupancy Areas vs. Current Reservations

The Bicentennial Commemoration Involves Major National Partners

In addition to state planning efforts for the Bicentennial, a national planning effort is ongoing. The national commemoration effort is led by two sister organizations: the Lewis & Clark Trail Heritage Foundation and the National Council of the Lewis & Clark Bicentennial.

The Foundation was formed when the Lewis & Clark Trail was designated as a National Historic Trail in 1978. Its mission focuses on Trail preservation and stewardship, scholarly Lewis & Clark research, and public education about the Expedition and its significance in American history. Its national headquarters is located in Great Falls, Montana.

The National Council began as a committee of the Foundation, established to begin planning a national commemoration of the Expedition's Bicentennial. As the Bicentennial drew closer and the workload increased, the Bicentennial committee became a separate organization with its own staff. The Council's headquarters is located at Lewis & Clark College in Portland, Oregon.

The National Council has many partners. It works closely with federal agencies that manage segments of the Trail and are planning for the Bicentennial. It seeks advice from a Circle of Tribal Advisors, representing tribes that Lewis & Clark encountered along the Trail, in order to emphasize the American Indian perspective about the Expedition. The Council also works with the Circle of Trail State Coordinators so that communication flows between the states and the Council.

The Council is endorsing a number of "Signature Events" along the Trail during the Bicentennial, including reenactments, festivals, dedications, etc. Additionally, the National Park Service (which has overall management responsibility for the Trail) and the National Park Foundation are coordinating a national "Corps II" traveling park, or educational exhibit, which will follow the Trail route on the Bicentennial dates of the Expedition. The Council is negotiating to hire an international marketing firm to coordinate marketing, corporate fundraising and product licensing for the Bicentennial. A Bicentennial "Circle of Friends," chaired by Dr. Stephen Ambrose, has been established to raise \$10+ million for the event.



Congress has formed Bicentennial caucuses in both the House and the Senate, with representatives and senators from all of the Trail states (and others) participating, including the entire Montana delegation (Senator Burns, Senator Baucus, and Representative Hill, who was a co-founder of the House caucus). In late 1999, the caucuses asked the National Council and Trail State Commissions to submit lists of projects to them for potential appropriations funding. There were 315 project proposals submitted, totaling more than \$325 million dollars (91 of them were from Montana, totaling nearly \$56 million). Some projects were funded in the Congressional FY2000 budget process, and additional appropriations are anticipated in the FY2001 and FY2002 budgets. The National Council and Commissions in each Trail state continue to work closely with Congressional representatives.



Lewis & Clark
Meeting Indians
at Ross' Hole –
C.M. Russell

Courtesy of the Montana
Historical Society

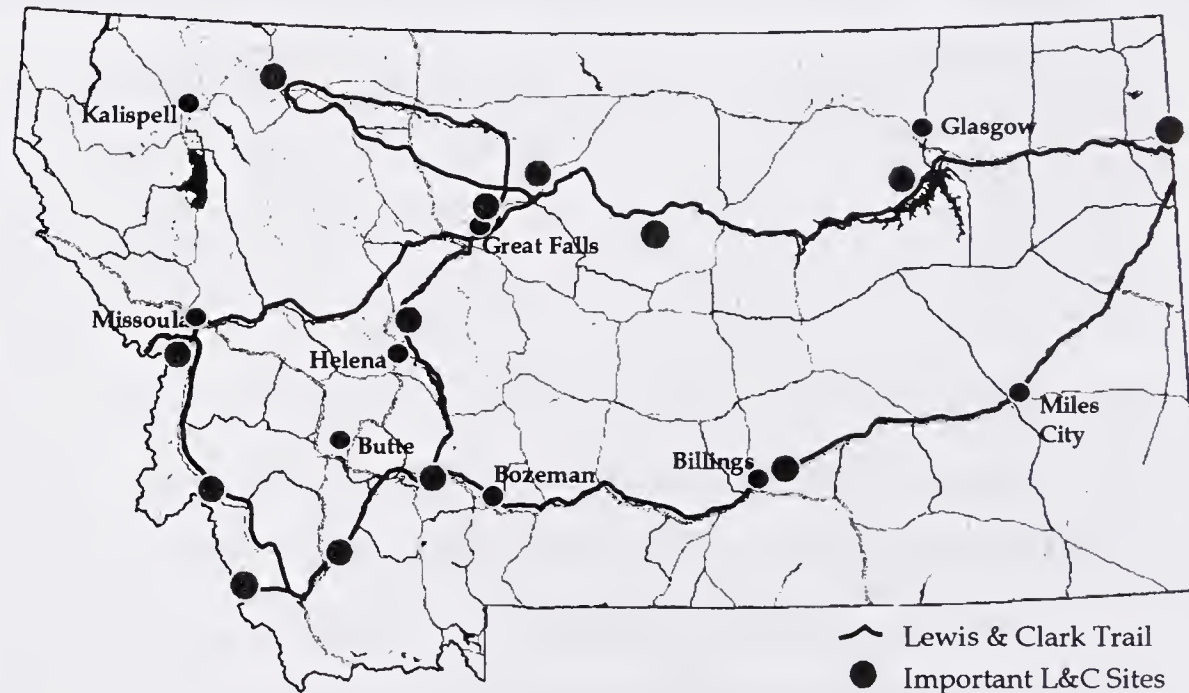
Notes:

Montana Contains More Miles of the Trail Than Any Other State

Montana contains approximately 2,000 miles of the Lewis & Clark National Historic Trail – nearly 25% of its entire length! More than 100 communities lie within the Trail corridor, and all seven of Montana's Indian reservations are near it. The Expedition camped 173 nights in Montana: in 1805 from April 27 to August 26 and September 3-13, and in 1806 from June 29 to August 7.

There literally are hundreds of sites along the Trail where the Corps stopped, camped and made observations. Map 2.1 shows the route of the Corps of Discovery on their westward and eastward journeys through Montana, along with some of the key sites or destination areas along the Trail (a detailed listing of the sites can be found in Chapter IV on page 34). Many of the original sites are still visible today, while others have been encroached upon or are beneath reservoirs created by dams on the Missouri and Beaverhead Rivers. Most of the Montana plants and wildlife noted in the journals still can be seen today.

Many sites are mentioned in the journals because of their natural beauty or uniqueness, or because a notable event happened there. Table 2.1 on the next two pages provides an overview of notable events during the explorers' journey through Montana, including the date and approximate location as it relates to the nearest present-day community.



Map 2.1. Lewis & Clark Trail and Key Sites in Montana

Chapter II: **Current Conditions Along the Trail**

- ❖ Trail & Sites
- ❖ Gateways
- ❖ Highways
- ❖ Amenities
- ❖ Visitors
- ❖ Markets
- ❖ Summary

Table 2.1. Overview of Corps of Discovery's Montana Journey

1805	EVENT (WESTBOUND JOURNEY)	NEARBY	TOWN
April 29	• Lewis kills first grizzly, describes as "by no means as formidable or dangerous as they have represented" (later changes his opinion). Sees abundant wildlife, minerals.		Culbertson
May 2	• Snow falls on Missouri amid blooming trees and flowers.		Brockton
May 8	• Milk River is named (Hidatsas' "River That Scolds At All Others").		Nashua
May 14	• Charbonneus's accident with white pirogue, Cruzatte and Sacagawea save boat and valuables; six hunters chased by grizzly (one into river) before killing it.		Jordan/ Hell Creek
May 19	• Lewis' dog Seaman severely bitten by beaver, severing artery, but survives.		Mosby
May 20	• Musselshell River and Sacagawea River are named.		Winnett
May 26	• Lewis' first view of Rocky Mountains.		Zortman
May 31	• Corps passes through White Cliffs.		Virgelle
June 2	• Corps reaches Decision Point at Marias River, explores upstream, caches specimens.		Loma
June 13/16	• Lewis finds Great Falls of Missouri; Lower Portage Camp established.		Great Falls
June 14	• Lewis explores falls to Sun River, sees herd of 1,000 bison, charged by grizzly.		Great Falls
June 18	• Lewis (correctly) describes Giant Springs as "largest freshwater spring in the nation."		Great Falls
June 23-30	• Corps completes portage around the Great Falls of the Missouri.		Great Falls
June 29	• Flash flood in ravine nearly kills Clark and Charbonneau family.		Great Falls
July 9	• 36-foot iron frame boat is completed, but leaks, has to be abandoned. Dugouts built.		Great Falls
July 14	• Corps proceeds upriver once again after portage.		Great Falls
July 15	• Smith River is named for Secretary of the Navy Robert Smith.		Ulm
July 18	• Dearborn River is named for Sec. of War Henry Dearborn; Clark searches for Shoshones.		Craig
July 19	• Lewis writes about the "Gates of the Rocky Mountains."		Helena
July 22	• Sacagawea recognizes country near Beaver Creek, says Three Forks are not far ahead.		Townsend
July 25	• Clark reaches Three Forks, followed by Lewis, main party on July 27th. Corps camps where Sacagawea was kidnapped by Hidatsas five years earlier.		Three Forks
Aug. 4/8	• Lewis reaches the Beaverhead River; Sacagawea recognizes Beaverhead Rock.		Twin Bridges
Aug. 11	• Lewis first spots a Shoshone Indian.		Dillon
Aug. 12/13	• Lewis reaches Continental Divide, meets Shoshones in Idaho.		Lemhi
Aug. 15	• Lewis returns over Divide with 60 Lemhi Shoshones and horses.		Lemhi Pass
Aug. 17	• Lewis & Shoshones reunite w/ Clark at Camp Fortunate. Sacagawea recognizes Cameahwait.		Dillon
Aug. 18	• Lewis' 31st birthday; Clark travels to Shoshone village for horses, scouts Salmon River.		Lemhi
Aug. 26	• Corps camps with Lemhi Shoshones in Lemhi Valley, Idaho; travels to Lost Trail Pass.		Tendoy
Sept. 3	• Corps crosses Lost Trail Pass to Bitterroot Valley; meets Salish Indians at Ross' Hole.		Sula
Sept. 7	• Expedition camps near Sleeping Child Creek.		Hamilton
Sept. 9	• Corps arrives at Lolo Creek, names it Travelers' Rest, stays until Sept. 11th.		Lolo
Sept. 13	• Clark arrives at Lolo Hot Springs; Corps crosses Lolo Pass into Idaho.		Lolo



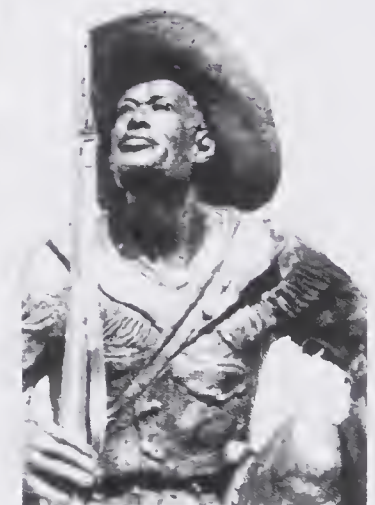
Detail of Lewis at
Black Eagle Falls –
Edgar S. Paxson

Courtesy of
Montana Historical Society

Table 2.1 (continued). Overview of Corps of Discovery's Montana Journey

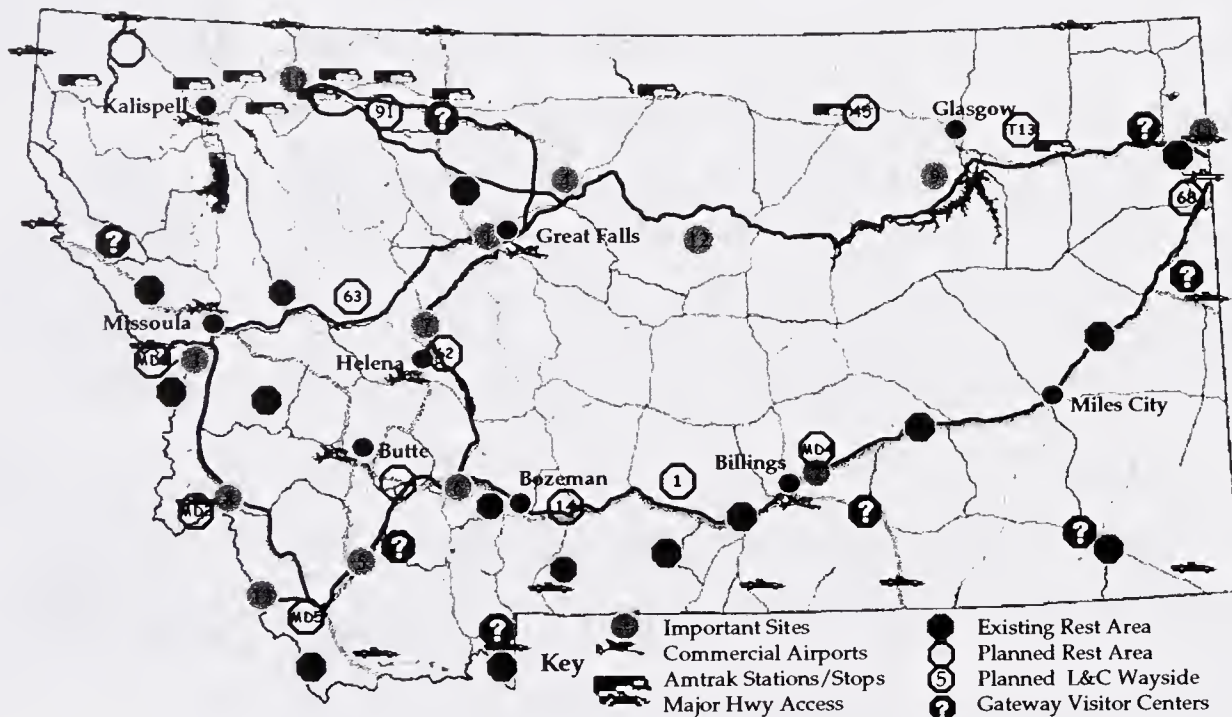
1806	EVENT (EASTBOUND JOURNEY)	NEARBY TOWN
June 29	• Lewis notes "we bid adieu to the snow," arriving via Lolo Pass at Lolo Hot Springs.	Lolo
June 30	• Corps stops again at Travelers' Rest.	Lolo
July 3-7	• Lewis leaves Travelers' Rest, follows Blackfoot River, crosses Lewis & Clark Pass.	Lincoln
July 3-6	• Clark party celebrates July 4th, arrives at Big Hole, Sacagawea guides the way.	Hamilton
July 7	• Clark boils meat in Warm Springs Creek.	Jackson
July 8	• Clark again reaches Camp Fortunate, raises canoes and other cached supplies.	Dillon
July 11	• Lewis reaches mouth of Sun River on Missouri, sees "10 thousand buffalo..."	Great Falls
July 11	• Clark proceeds down Jefferson River, passes Beaverhead Rock.	Twin Bridges
July 13	• Clark arrives at Three Forks; Ordway, 9 men continue down Missouri to meet Lewis.	Three Forks
July 15	• Clark crosses Bozeman Pass, reaches Yellowstone River.	Livingston
July 16	• Lewis travels up the Marias with Field brothers and Drouillard.	Fort Benton
July 18	• Clark camps near Stillwater River; Gibson falls off horse, sustaining serious injury.	Columbus
July 19-26	• Ordway party meets Gass & Lewis' men at Great Falls, portage gear around falls.	Great Falls
July 19	• Clark stops to build canoes, stays until July 24; party loses 24 horses on July 21.	Park City
July 22	• Lewis reaches northernmost point on journey – the headwaters of Cut Bank Creek.	Cut Bank
July 24	• Clark writes of "incredible" numbers of animal species along the river – esp. "Musquetors;" Pryor departs overland with 3 men and horses to Mandan Villages.	Billings
July 25	• Clark arrives at Pompeys Pillar ("Pompy's Tower"), carves name & date in stone.	Pompeys Plr
July 26	• Lewis discouraged by cloudy weather (preventing observations), heads to Missouri.	Meriwether
July 27	• Lewis party skirmishes with Piegan Indians, 1 Piegan stabbed to death, 1 shot.	Valier
July 27	• Clark: "I take my leave of...the tremendous chain of Rocky Mountains..."	Custer
July 28	• Lewis reunites with Ordway at mouth of Marias, departs immediately downstream.	Loma
July 29	• Clark camps at Tongue River, notes "Coal in great quantities" in surrounding hills.	Miles City
July 30	• Clark names "Buffalow Sholes," "from...one of those animals being in them."	Miles City
Aug. 3	• Clark reaches mouth of Yellowstone, leaves note for Lewis, continues downstream.	Fairview
Aug. 4	• Gass: "Having proceeded 88 miles we encamped for the night." (Lewis party)	Frazer
Aug. 7	• Lewis party reaches mouth of Yellowstone, sees note from Clark and proceeds on.	Fort Union
Aug. 8	• Pryor party (in bull boats) catches Clark, after horses stolen by Crow near Hardin.	Tobacco Crk
Aug. 12	• Corps reunited when Lewis catches up with Clark near New Town, North Dakota.	New Town

Detail of York,
Explorers at the Portage,
Broadwater Overlook
Park, Great Falls



Strategic Gateways Are Critical for Orientation

Many visitors who travel to Montana during the Bicentennial years will be unfamiliar with the state, and in many cases, unfamiliar with the Bicentennial. If they are oriented to the Lewis & Clark Trail, and informed about Bicentennial events, they may visit those attractions and extend their stay in Montana. Fortunately, Montana already has an extensive system of visitor centers, wayside orientation sites and rest areas in place. These existing sites could be enhanced without great investment to better orient resident and nonresident visitors to the Trail and the Bicentennial events. Map 2.2 shows existing and planned facilities that are strategically located in relationship to major highway entrances to the state (average daily traffic of 1,000 vehicles or more), major commercial airports and Amtrak stations.



Map 2.2. Visitor Centers, Wayside Orientation Sites, Rest Areas

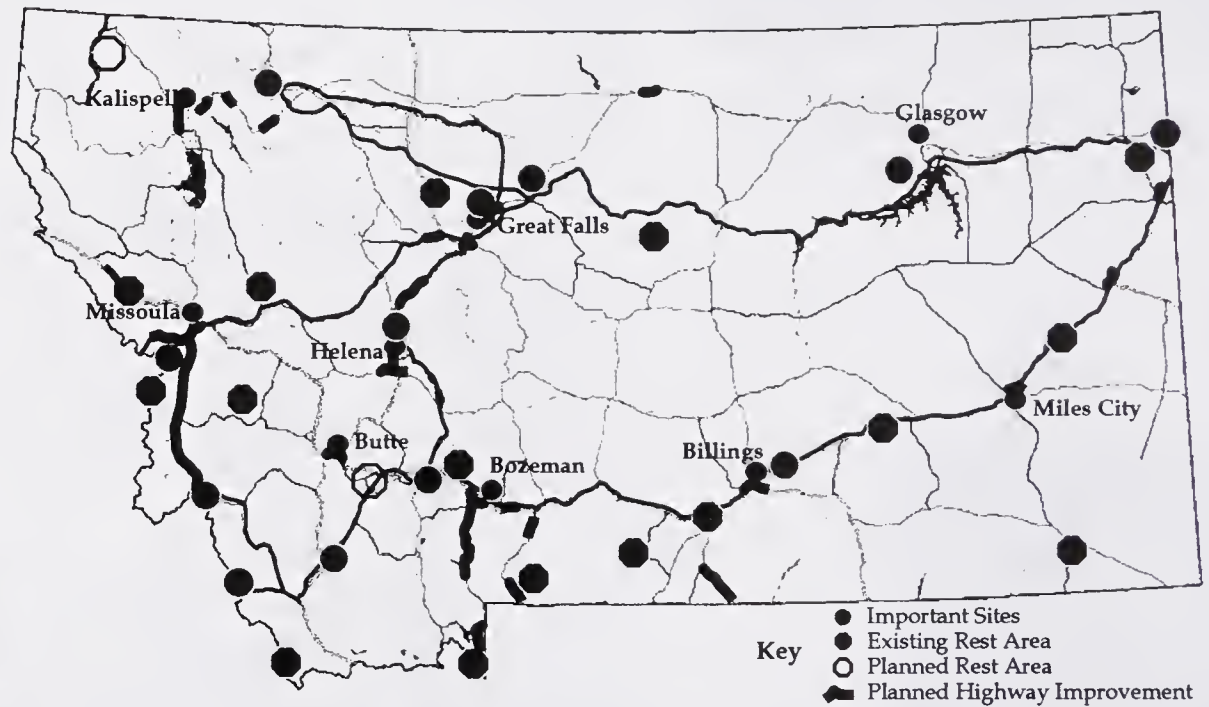
Lewis & Clark Festival,
Great Falls



Planned Highway Projects Will Benefit Bicentennial

The Montana Department of Transportation (MDT) has many highway improvement projects planned between 2000 and 2003 that will benefit Bicentennial planning efforts. Map 2.3 shows the general locations of projects listed on the Statewide Transportation Improvement Plan (STIP) through 2002. These projects are directly related to key corridors along the Trail route, so their completion will make travel safer for both resident and nonresident visitors, especially during peak Bicentennial years. Most of these projects already are budgeted by MDT.

As these projects planned for 2003-2006 are finalized, the Commission and local/regional Bicentennial planning groups need to work with MDT to schedule project construction so that it minimizes traffic disruptions during peak traveler periods near key Lewis & Clark destinations. Bicentennial planners should communicate with MDT regarding optimal construction timing. Moreover, endorsement and advocacy on the part of Bicentennial groups can help expand the potential resources for highway project funding in key corridors.



Map 2.3. Planned MDT Highway Improvement Projects



Rocky Mountain Front West of Choteau

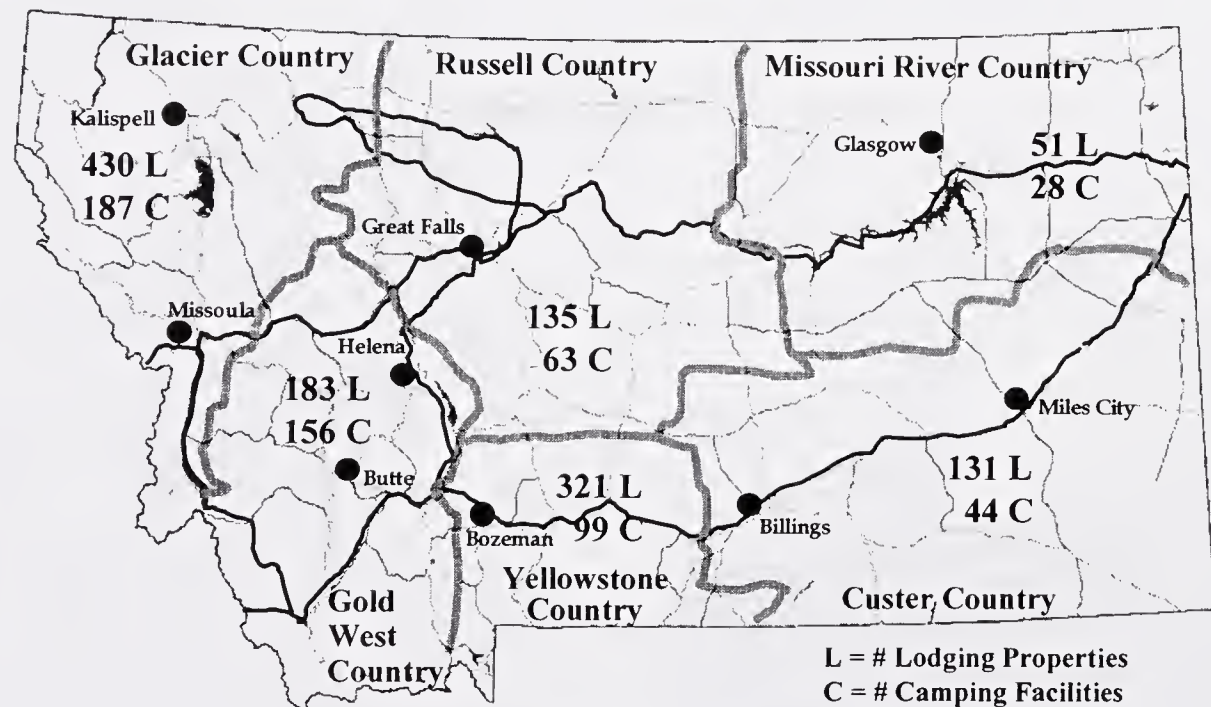


Grand Union Hotel, Ft. Benton

Tourist Facilities and Amenities Vary by Region of the State

Map 2.4 shows the boundaries of Montana's six tourism regions, or "countries," and the route of the Lewis & Clark Trail traveling through them. As the map indicates, the number of hotels and campgrounds or RV parks varies dramatically by region of the state. Some areas are capable of accommodating large numbers of visitors for major festivals and events, while other areas are more suited to rural or "back country" experiences.

Different types of visitors are expected to travel in Montana for the Bicentennial, and they will be seeking different types of experiences. Those seeking a more rural experience with fewer amenities will be drawn to Missouri River Country or the eastern portions of Custer Country and Russell Country. The ability of visitors to determine which sections of the Trail to visit, based on their tastes and preferences, will depend on how the Bicentennial is marketed.



Map 2.4. Lodging & Camping Facilities by Travel

Peak Season Tourism is Strong

In 1999, Montana hosted more than 9.4 million nonresident visitors to the state. As indicated in Figure 2.1, hotels (on average) are more than 70% occupied from June through September (more than 80% in July and August). These numbers vary in different parts of the state; however, the figures indicate that peak season tourism is very strong. On the other hand, hotel occupancy drops to less than 50% from November through February, and hovers around 50% through April.

Table 2.2. Timing of Bicentennial Events

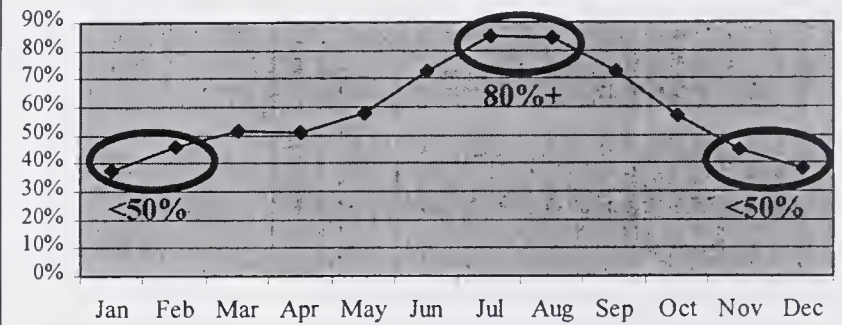
Month:	# Events
May:	1
June:	6
July:	11
August:	5
September:	5
Oct-Apr:	3
Undecided:	3
Total:	34

(Some events span more than 1 month)

The Bicentennial may present opportunities to boost off-peak tourism revenues to communities and businesses.

Most Bicentennial events – 80% – are planned during the peak season months of June, July and August (see Table 2.2). This is logical, because the Expedition passed through Montana during the summer as they traveled both directions (May through mid-September in 1805, June through mid-August in 1806). Additionally, weather generally is more conducive to outdoor events during the summer. Few events are scheduled during off-peak times (late September through early June) when business is slow and destinations are underutilized.

Figure 2.1. 1999 Hotel Occupancy in Montana



Current Nonresident Visitors Likely will Return for the Bicentennial

In 1999, Montana's average nonresident travel party consisted of a couple, age 30-49, who were college graduates (many were professionals). More than one third (34%) traveled with children. Most came from the states of Washington, California, Idaho, Wyoming, Colorado and North Dakota, and from the Midwest. Their primary activities were touring national parks, visiting friends and relatives, and viewing wildlife. In summer, nearly one third (31%) were pass-through travelers, while 10% were traveling for business. Overall, 13% were interested in historic sites, 11% in Montana history and 10% in American Indian culture. More than one third (37%)

Lewis & Clark Festival,
Great Falls



“Montana should expect a total of 8.9 million additional visits for the Lewis & Clark Bicentennial Commemoration in addition to the “base” visitation that would normally be expected.”

– Institute for Tourism & Recreation Research, University of Montana

stayed four nights or more, and 75% were repeat visitors. In general, these current nonresident Montana travelers fit the profile of the Leisure Traveler/Recreationist described below. Because of their high repeat visitation rate, they are likely to return for the Bicentennial.

Who Are Potential Bicentennial Visitors, and Why?

The Institute for Tourism and Recreation Research (ITRR) at the University of Montana has predicted that an *additional* 4-8 million nonresident tourists will visit Montana between 2003 and 2006. Who are these visitors? Why will they be interested in Bicentennial events and activities? Based on this study and additional research, there are several types of travelers expected in Montana for the Bicentennial (both residents and nonresidents):

Leisure Travelers/Recreationists

These people are likely to be the majority of visitors during the Bicentennial. Lewis & Clark is not their primary motive for traveling in Montana. Whether residents or nonresidents, they primarily seek recreation – fun and entertainment – and the Bicentennial happens to be a good excuse to see Montana between 2003 and 2006. Pass-through travelers, national park tourists, and people visiting friends and family are large segments of this group. If Lewis & Clark sites or events are "on the way," they will stop and visit, and perhaps extend their stay to see more. They will arrive with little (if any) knowledge of the Expedition, aside from what they see and hear in state and national media.

Heritage/Culture Enthusiasts

These people are likely to be the second-largest group of Bicentennial visitors. They seek destinations where they can learn about and experience an area's history and culture. According to the ITRR research, they are frequent travelers (4+ trips/year), with an average household income of \$68,000. More than half are college graduates, and age 55+. Nearly two-thirds (60%) will travel by car and stay in hotels. They like shopping, fine dining and visiting historic sites, museums, art galleries and churches. They seek fun, new experiences to enrich their perspective, and relaxation. Many will arrive with a copy of *Undaunted Courage* under one arm, and a tourist guidebook under the other. They will be somewhat familiar with the Lewis & Clark story, having "boned

up" on it before leaving home. They will expect local residents and service providers to be "experts" about Lewis & Clark – as well as other aspects of the state's history and culture.

Educators and Students

This group includes teachers, groups of students, researchers and others who are studying Lewis & Clark as part of coursework or teaching preparation. They include Montana grade school children who will increasingly visit Trail sites, scout troupes, 4-H clubs, college and university students, K-12 teachers, and professors. In general, they will seek low-cost accommodations, meals and destinations. The primary goal of their visitation is to enrich their classroom experience with on-site observation and first-hand knowledge (e.g. hiking a portion of the Trail, touching Pompeys Pillar, etc.). They will have studied about the Expedition before their travel, and will seek knowledgeable local guides to help them connect their book learning with the actual sites and events in a meaningful (and age-appropriate) way.

Preservationists, Lewis & Clark "Buffs"

These people are true Lewis & Clark historians, scholars and enthusiasts (some are fanatics, in the positive sense of the word). They will travel from afar, to see what Lewis & Clark saw, tread where they trod, and experience as much of Bicentennial as possible. They care deeply about preservation of the remaining Trail sites and segments, and are concerned about impacts on them during the Bicentennial. Many in this group are members of the National Lewis & Clark Trail Heritage Foundation. They attend annual conferences and participate in reenactments and scholarly seminars and symposia. They have read extensively about the Expedition, its members, the members' families, Thomas Jefferson, etc. Demographically, this group overlaps heavily with the Heritage/Culture Enthusiasts and Educators. They will seek many of the lesser known Trail sites, and may plan to follow the Expedition's route on the actual Bicentennial dates (which could create a challenge if 100,000 of them try to converge in one place at the same time).

Adventurers

These people seek to *experience* the Expedition by testing themselves as the Corps of Discovery did. Many in this group could be included in one or more of the other four types, but what sets them apart is the physical nature of their travel. They want to



Lewis & Clark National Historic Trail Interpretive Center, Great Falls



Canoeing on the National Wild &
Scenic Missouri River

Montanans are the #1 Market

experience the Bicentennial in canoes or kayaks, on bicycles, afoot, on horseback and with Newfoundland dogs. They will camp, cook their own meals, brave the elements and sometimes risk life and limb to "do the Lewis & Clark Trail". They may hire guides and support vehicles to help them. If not, they will go it alone or coerce friends and family to help, and avail themselves of local hospitality (e.g., free bed and meals) whenever possible. Many in this group are experienced adventure travelers, but some are not. If not, they may become the objects of local search and rescue efforts – a possibility that concerns many county and land management officials.

Bicentennial Visitors Have Key Differences From Current Visitors

As described above, the heritage/culture enthusiasts represent the largest share of projected *additional* visitors to Montana during the Bicentennial. They are different than Montana's current "average visitor" in several key ways:

- ◆ Higher level of education, income ⇒ spend more
- ◆ Older
- ◆ Interested in local history (not just Lewis & Clark)
- ◆ Higher expectations of service
- ◆ Seek enrichment, perspective, fun
- ◆ Need amenities (hotels, fine dining, shopping, arts/entertainment, etc.)

These findings indicate that the Bicentennial offers the potential to bring a higher-value nonresident visitor to Montana – measured by higher revenue per visitor. But these visitors also have higher expectations than many current visitors. Preparation is key if Montana is to maximize its return on investment in the Bicentennial.

Montanans Are a Key Bicentennial Market

The number one market for Bicentennial promoters should be Montanans, for four key reasons:

1. Nonresident Bicentennial visitors will look to Montanans to be Lewis & Clark "experts." Encouraging Montanans to become familiar with the Trail and the Expedition not only will enrich their knowledge about Montana's history, but also will ensure higher quality hospitality for visitors.

2. Montana residents are frequent travelers, and increased in-state travel will have a significant impact on Montana's economy. Seventy-five percent of Montanans take one or more pleasure trips annually (a figure above the national average). Of those, 73% are in-state trips, and 27% are out-of-state. In 1999, Montanans spent \$255 million on in-state travel. Therefore, *an increase of just 25% in resident in-state trips would have an \$85 million economic impact – the equivalent of 1,600 jobs!*
3. The Bicentennial represents an opportunity for many Montana businesses. Those in the tourism industry (hotels, RV parks, restaurants, retailers, etc.) are obvious beneficiaries; however, at both the state and national levels, opportunities exist for Montana businesses to provide "official" licensed Bicentennial products and services. These opportunities could mean expanded markets for Montana-based businesses, creating the need for additional employees, supplies and support services.
4. Awareness of the Lewis & Clark Expedition among Montanans will facilitate efforts to preserve the Trail and key sites along it.



Lewis & Clark Festival, Great Falls

Bicentennial Presents Both Opportunities and Challenges

As this Master Plan was developed, the planning team refined a list of strengths (assets), opportunities, challenges and threats that Montana faces as it prepares for the Bicentennial commemoration. Their analysis is summarized below:

Strengths & Opportunities:

- ◆ 25% of the Lewis & Clark Trail is in Montana, and much of it is very accessible
- ◆ Montana Commission, full-time Director and Administrative Assistant in lead
- ◆ Inter-agency coordination through the MTRI Bicentennial Focus Team
- ◆ In 1999, Montana hosted nearly 10 million nonresident visitors
- ◆ State leaders, agencies and businesses support the Commission with funding
- ◆ A network of local planning groups exists, with many Lewis & Clark experts/enthusiasts
- ◆ Montana has a positive national image
- ◆ Lewis & Clark infrastructure is in place (Trail, sites, visitor/interpretive facilities)
- ◆ Tribal coordination is underway with the Montana Tribal Tourism Alliance
- ◆ Potential for long-term business development exists if given priority in planning

Summary:
Strengths
Opportunities
Challenges
Threats

Prickly Pear Cactus



*"these barbed seed penetrate our
mockersons and leather leggings and give us
great pain untill they are removed. My
poor dog suffers with them excessively, he
is constantly [biting] and scratching
himself as if in a rack of pain."*

– Meriwether Lewis, July 27, 1805

There also are a number of challenges and threats, as identified by local communities, agencies and businesses, which must be addressed to ensure a successful commemoration:

Challenges:

- ◆ Lack of local infrastructure ("porta-potties and parking," EMS services, etc.)
- ◆ Many project proposals, limited funding
- ◆ Lack of Lewis & Clark knowledge among residents and service providers
- ◆ Possible negative attitudes toward tourism among some residents
- ◆ Vastness of the state
- ◆ Reliance on local volunteers to accomplish a big task
- ◆ Building of a cohesive "team"
- ◆ Difficulty of using regulation as a tool for preservation (politically sensitive)
- ◆ Lack of major Montana corporations to tap as sponsors
- ◆ Lack of input from tribal nations

Threats:

- ◆ Over-investment
- ◆ Under-investment
- ◆ Trampling - impacts on Trail sites, communities, private land
- ◆ Consumer and sponsor burnout with the Bicentennial by 2005-2006
- ◆ Focusing too heavily on Bicentennial at expense of major "anchor" attractions (national parks, etc.)
- ◆ Natural disasters (fires, floods, etc.)
- ◆ Major national/international events which compete for consumers' attention (political, economic, social)

Chapter III of the Master Plan outlines the Montana Bicentennial strategy. The planning team was cognizant of the strengths, opportunities, challenges and threats listed above as they developed it.

Lasting Legacies are a Top Priority of the Montana Strategy

The Bicentennial Commemoration, while important, is a short-term experience. Its opportunities and impacts must be guided to complement the long-term goals, values and needs of Montana communities. These issues combine to form a rich and complex context for the Montana Bicentennial Strategy. It is clear that Montanans do not see the Commemoration as simply a tourism program. Other priorities must be addressed, including historic preservation, education, American Indian perspective, cross-cultural communication, public safety, resource management and community development. In all facets of the Commemoration, the opportunity to leave lasting legacies will be treated as a top priority.

This chapter defines both the context for, and the components of, the Montana Bicentennial Strategy. The context is expressed in three dimensions:

- ◆ Guiding Principles
- ◆ Strategic Goals
- ◆ Program and Project Criteria

The Montana Bicentennial Strategy is presented in its five key components:

- ◆ Strategic Framework
- ◆ (Emphasis on) Long-Term Benefits
- ◆ Organization and Roles (for Management and Implementation)
- ◆ Three-tiered System of Strategic Programming (details in Chapter IV)
- ◆ Travel Corridors (Chapter V)
- ◆ Promotion System (Chapter VI)

This chapter explains the strategic framework for the Master Plan, the emphasis on long-term benefits, key partner organizations and their roles, and a three-tiered system of strategic programming. Chapter IV provides details about the Tier I program of essential projects and events. Chapter V explains a proposed system of travel corridors to organize Bicentennial programming and promotion. Chapter VI outlines a general marketing strategy and promotion elements for the Commemoration.

Chapter III:

The Montana Bicentennial Strategy

- ❖ Guiding Principles
- ❖ Strategic Goals
- ❖ Proposal Criteria
- ❖ Strategic Framework
- ❖ Organization/Roles
- ❖ 3-Tiered System

Pompeys Pillar



Mission of the Montana Lewis & Clark Bicentennial Commission

"In commemoration of the Bicentennial of the Lewis & Clark Expedition of 1803-1806, it shall be the mission of the Montana Lewis & Clark Bicentennial Commission to be the officially recognized leader in planning and coordinating observance of the Bicentennial in Montana.

The Montana Lewis & Clark Bicentennial Commission shall provide statewide focus, direction and oversight, while facilitating the effective delivery of technical guidance and assistance to communities, groups, and individuals.

The Commission will focus on public education, coordinating events, the promotion of historical and cultural awareness and sensitivity, recognition of American Indian involvement, and responsible stewardship for the natural and cultural resources along the route of the Expedition."



Guiding Principles Will Protect the Bicentennial's Integrity

Human imagination is rich and unpredictable. In every facet of the Commemoration, there will be people who come forward with diverse ideas on how to support, complement and exploit it. Without guiding principles or explicit values, activities could quickly become conflicting, undesirable or hurtful.

Understanding this potential for problems, the Montana Lewis & Clark Bicentennial Commission established a set of guiding principles, summarized below, for Commission actions in preparing for Bicentennial programs and events. These principles were embraced in the strategic planning process as well.

- ◆ Highest ethical standards
- ◆ Historical and cultural accuracy in interpretation and preservation programs
- ◆ Responsible stewardship, including consideration of potential social and environmental Bicentennial impacts
- ◆ A Commission endorsement process that supports only high quality projects and events
- ◆ Objectivity in evaluating program and event proposals
- ◆ Emphasis on education in programs and events
- ◆ Fiscal responsibility in seeking and managing Bicentennial funds
- ◆ Partnerships and collaboration across all sectors
- ◆ Broad public participation - all perspectives are welcome and sought

Strategic Goals Address Key Facets of Bicentennial Preparation

The Commission also adopted a set of Bicentennial goals. These, too, serve to guide strategic planning.

Goal A: Promote public awareness and provide leadership and coordination in the planning, development, marketing and presentation of state, regional and national Lewis & Clark Bicentennial activities among Indian nations, public agencies, communities and private sector organizations and individuals.

Goal B: Coordinate, promote and serve as a principle leader in all educational endeavors regarding the Lewis & Clark Expedition.

Goal C: Create Montana Lewis & Clark Bicentennial legacies which will serve to educate, inform and entertain both residents and nonresidents for years beyond 2006.

Goal D: Operate within a well-defined organizational structure that emphasizes fiscal responsibility and centralized technical expertise.

Specific Commission objectives under each of these goals also were considered in preparation of the Master Plan.

Commission Has Criteria to Evaluate Project Proposals

In late 1999, the Bicentennial Commission was asked by the National Council and Congress to prepare a list of endorsed projects for possible funding at the federal level. The Commission solicited project nominations from communities, organizations and tribes for this purpose. In anticipation of the many nominations it was to receive, the Commission established a set of criteria for evaluation and prioritization of each candidate project. All projects were subsequently reviewed using the same objective process. The criteria are (in abbreviated format):

- ♦ Sustains/enhances local infrastructure
- ♦ Enhances/protects Lewis & Clark historic, natural or cultural resources
- ♦ Leaves a lasting legacy
- ♦ Ensures historical accuracy and cultural inclusiveness, especially respect for the American Indian perspective
- ♦ Provides high educational value regarding the Lewis & Clark experience
- ♦ Has potential to generate interest and attract a wide range of visitors
- ♦ Represents surmountable challenges, realistic budget and funding prospects
- ♦ Demonstrates local, agency, and/or tribal support as appropriate
- ♦ Has direct relationship to the Lewis & Clark story in Montana; enhances visitor experience

These criteria are well suited for consideration of the relative merits of individual projects (the goal of the original evaluation). However, as part of strategic programming, additional criteria were needed to evaluate projects for the overall Montana Bicentennial program. With assistance from the planning team, the Commission adopted two sets of complementary priorities. The first focuses on enhancing the *system* of Lewis & Clark-oriented features (i.e., the supply side of the

The Commission
will regularly solicit
and evaluate new
Bicentennial project
proposals.



Honor Guard Members
Preparing for a Black Powder
Salute

economic equation). The second focuses on the Bicentennial *markets* in terms of the mix, range and visibility of attractions (i.e., the demand side of the equation). These two sets are:

“Supply” Factors:

- ◆ Enhances major Lewis & Clark sites and key gateways (improves the asset)
- ◆ Enhances geographic distribution of Bicentennial activities (benefits as much of the state as possible)
- ◆ Accessible activity and sites (taps key highways, airports or rail)
- ◆ Proximity to major destinations (builds collective strength and taps nearby markets)
- ◆ Presence of supporting amenities (comfortable)
- ◆ Long-term community benefit (provides a lasting legacy)
- ◆ Doesn’t overwhelm local capacity (works within local holding capacity)

“Demand” Factors:

- ◆ Match with target markets (addresses significant resident and visitor segments)
- ◆ FUN! (provides entertainment value)
- ◆ Potential for private sector support (fundable beyond government budgets)
- ◆ Adds breadth to product mix (expands potential to increase visitor length of stay)
- ◆ Contributes significantly to state and national Commemoration (improves the system)
- ◆ Marketable statewide/nationally (attractive to sponsors and media)

With these criteria, goals and guiding principles as context, strategic planning for the Montana Bicentennial became uniquely Montanan, as the Commission intended.

Master Plan Has a Five-Point Strategic Framework

Participants in the planning process emphasized the need for a five-point strategic framework. Each point needs to be linked to, informed by, and complementary to the others. These dimensions (see Figure 3.1) include:

1. **Historic Preservation:** This goes beyond the preservation of physical places. It includes written and oral history, traditions, culture, and (where feasible) the protection of the natural environment (or context) surrounding places of historical importance. Further, a great legacy the Bicentennial can leave behind is a deeper appreciation for the rest of Montana's history. American Indian, mining, agriculture, ranching, trapping, forestry, and other facets of regional history have the opportunity to be highlighted. It is important for people to know about Montana's heritage, so they can appreciate its citizens' values, ways of life and natural resource-based economies. From this perspective, every industry, every community and every culture in Montana will benefit from the telling of their stories.
2. **Education and Communication:** Educational opportunities abound for residents and visitors alike. From school curricula to site interpretation, projects can be refined to contribute substantially to learning among people of all ages and backgrounds. Methods for communicating Bicentennial messages range from the Internet to brochures, from workshops to radio broadcasts, from videos to story telling. One of the greatest opportunities will be the enhancement of regional cooperation. As communities and tribes collaborate to address Bicentennial challenges, improved communication will encourage cooperation on other issues. Perhaps no greater legacy could be conceived than this. Creativity and variety will be strongly encouraged in these related fields of education and communication.
3. **Community Development:** For the Commemoration to be successful, communities must be ready to host visitors. Improvements to downtowns, entryways, restrooms, parks, roads, and public safety systems are among the many community-oriented projects that will sustain the Bicentennial. These same improvements will become some of the key legacies expected of the Commemoration.

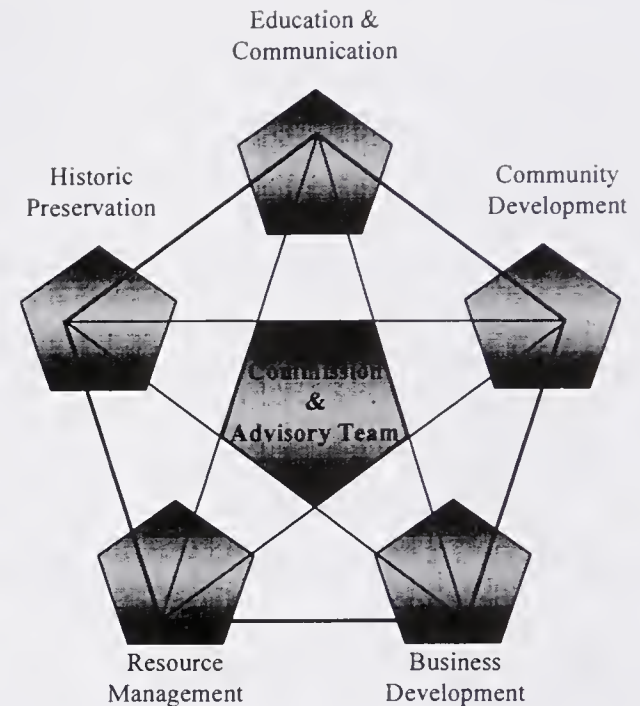


Figure 3.1. Five Point Strategic Framework

4. **Business Development:** Montana's business community stands to benefit substantially from the millions of additional visitors to the state. At the same time, the private sector must be ready to meet the demands of these guests. Adjustments will be needed in everything from motel rooms to retail inventories, from hospitality training to convenience. Systematic programs to improve such business facets will be a major priority.
5. **Resource Management:** Visitation at parks, campgrounds, Lewis & Clark sites, natural areas, scenic byways and other destinations will be heavier than ever before. Resource managers will need additional staffing, improved amenities, adequate access and means to protect the very assets being visited.

All endorsed Bicentennial projects must fall within one or more of these five dimensions. In addition, such projects must address Bicentennial goals, principles and criteria. Each program, project, event or investment in the Montana Strategy has been carefully evaluated to ensure that these standards are met.

The Montana Bicentennial Commission is ideally suited to act as the central facilitator for programming and collaborations between participants in the five dimensions. The Commission's executive director will play a pivotal role in strengthening the implied and intended partnerships. Toward this end, an advisory team of specialists, as described in the next section, will be created to support the director.

In brief, the strategic framework has been organized to ensure three things (see Figure 3.2). First, a comprehensive system – the strategic framework – will be put in place to sustain a successful Bicentennial experience for both Montanans and visitors. Second, lasting legacies in each of the five strategic dimensions will extend the Bicentennial benefits well into the future. Third, the overall quality of life for Montana's people will be improved through Bicentennial programming.

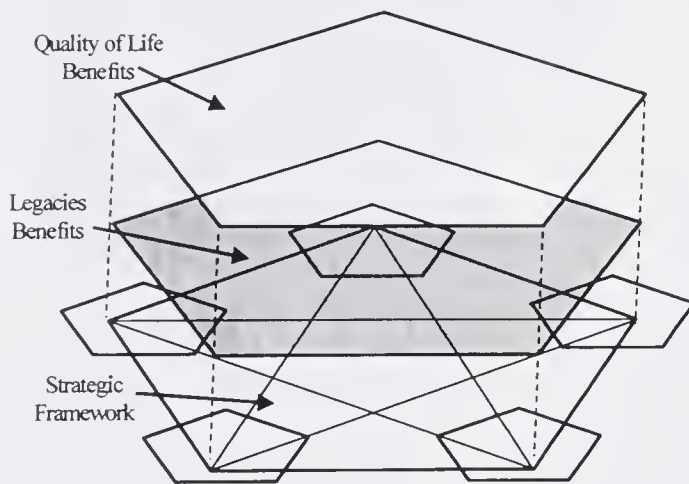


Figure 3.2. The Strategic Framework and Its Residual Benefits

Key Organizations Have Important Roles in the Commemoration

A thorough analysis of organizational development opportunities was beyond the scope of this Master Plan. However, several general observations and recommendations are presented in this section, based on the planning team's experience with participants during the planning process.

Preparation for the Bicentennial is under way by a wide range of local, regional, state, tribal and federal organizations. There is consistent cooperation among these entities. However, their missions and origins are diverse. To some degree, their participation in various facets of Bicentennial preparation is coincidental. For these reasons, they do not operate as a formal team. As a result, there are gaps and overlaps in some of their functions. Many of these inefficiencies could be eliminated via minor refinements in their roles and collaboration.

There are eight entities in Montana with substantial programming related to the Bicentennial. These are:

1. Montana Lewis & Clark Bicentennial Commission: created by the State's legislature and administratively attached to the Montana Historical Society; membership appointed by the Governor. Director and assistant work for the Commission – the lead state agency for the Bicentennial. The Society also plans to hire a state Lewis & Clark historian to provide research and guidance to groups around the state as they seek to accurately implement Bicentennial programming (interpretation, education, traveling trunks, events, etc.).
2. Regional Bicentennial Commissions: 15 such organizations, generally created by county governments; membership appointed by County Commissioners.
3. Chapters of the Lewis & Clark Trail Heritage Foundation: 9 chapters, self-organized with volunteer membership.
4. Travel Montana: a division of the Montana Department of Commerce, staffed by professional state employees.
5. Montana Historical Society: a state agency for the preservation and protection of Montana's history.
6. Regional Tourism Organizations: a system of promotion-oriented nonprofit corporations organized into six tourism regions, or "countries."

*...the party all of whom
except Capt C. being still
firm in the belief that the
N fork was the Missouri
and that which we out to
take; they said very
cheerfully that they were
ready to follow us
anywhere we thought
proper to direct... ”*

– Meriwether Lewis, June 9, 1805

7. Tribal Lewis & Clark Bicentennial Committees: appointed by tribal leadership; organization varies among the seven reservations and eleven tribes. All of the reservations are members of the Montana Tribal Tourism Alliance, an organization that also might be engaged as a partner.
8. Other State and Federal Agencies: these are either resource management organizations with some responsibility for the Lewis & Clark Trail/sites, or technical assistance programs that expect to assist various efforts in Bicentennial preparation. Agencies include Montana State Parks, USDA Forest Service, Bureau of Land Management, National Park Service, Bureau of Reclamation, Corps of Engineers, Bureau of Indian Affairs and US Fish & Wildlife Service.

Given limited resources for the Bicentennial, it is essential to seek means for these entities to collaborate as efficiently as possible while still addressing their separate missions. In particular, the Bicentennial Commission needs to know how best to collaborate with and support each of the others. This can only happen through a planning process that engages each group closely.

It is important to note that even within each entity type (for example, Regional Bicentennial Commissions), organization and mission may vary across the state. Consequently, any new organizational system will almost certainly continue to have some gaps and overlaps. The key, however, is that a more formal collaborative system will be better able to succeed in addressing the Bicentennial.

Figure 3.3 outlines recommendations for improving collaboration among the seven key partners. These recommendations generally involve only minor adjustments. Major changes in mission or focus are not required. The figure emphasizes the central coordinating role of the Bicentennial Commission.

The Executive Director of the Commission will be the focal point for this coordinating effort.

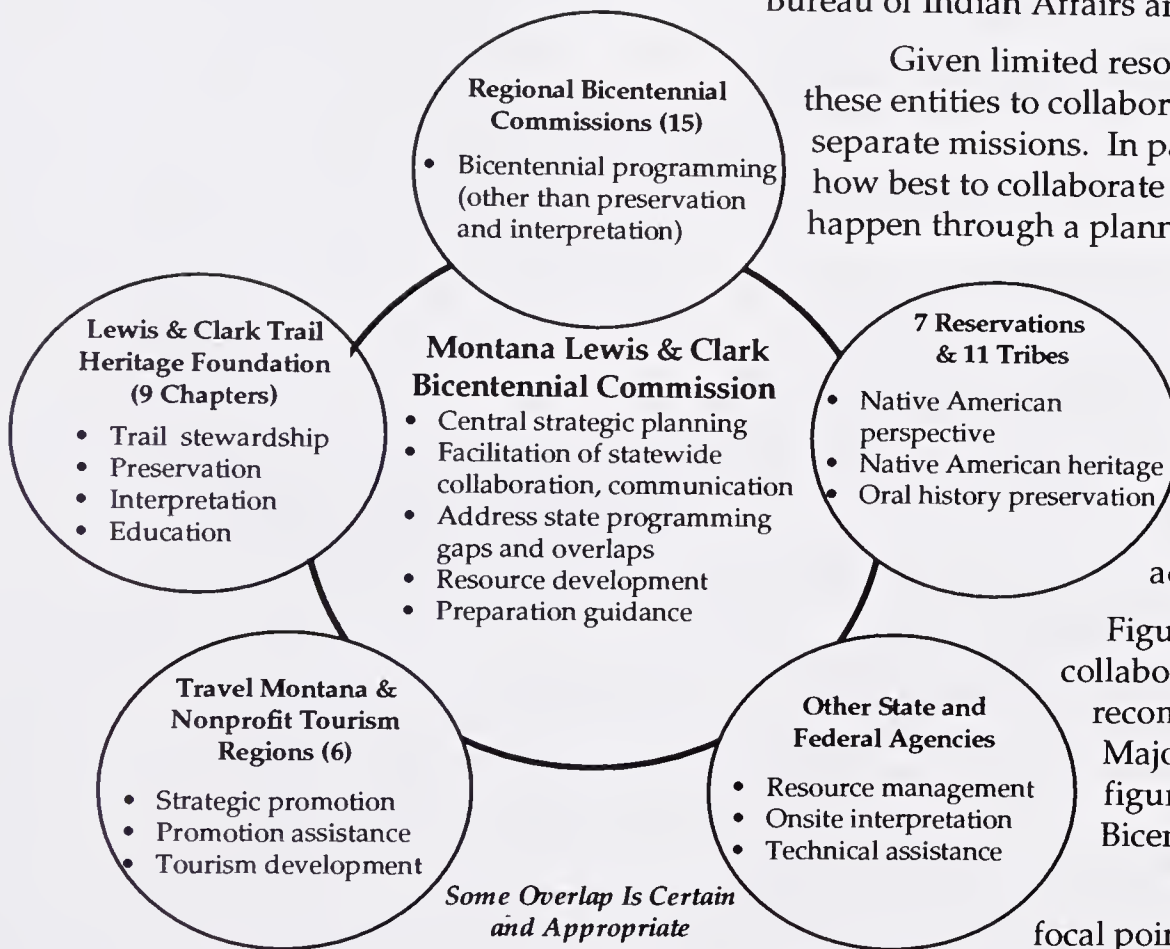


Figure 3.3. Recommended Division of Roles for Major Participants in Bicentennial Preparation

In particular, the Director will be most valuable in the areas of:

- ◆ Resource development
- ◆ Educational programming for planning groups
- ◆ Communication between and among all entities
- ◆ Interface with the National Bicentennial Council
- ◆ Coordination of planning with neighboring states
- ◆ Champion for the Montana Bicentennial program nationally
- ◆ Coordination of Master Plan implementation

Figure 3.3 also clarifies that the system is not hierarchical, with any one entity reporting directly to another. The orientation is toward collaboration, efficient communication and partnership. At the same time, traditional roles are encouraged. The nine chapters of the Trail Heritage Foundation will continue to focus on Trail stewardship and preservation.

The Regional Bicentennial Commissions will emphasize programming, especially events, local promotion, assistance to Foundation chapters and specific Bicentennial projects. (Two chapters, Crimson Bluff and Marias River, also serve as Regional Bicentennial Commissions.) Reservations and tribes will target communication of American Indian perspectives, heritage and preservation of oral history. Travel Montana will lead in promotional efforts at the state and national levels.

The fifteen Regional Bicentennial Commissions represent a major opportunity for systematic, statewide collaboration. However, these Commissions vary significantly in their organization and roles. The Bicentennial communication system could work much more effectively if each Commission possessed:

- ◆ Official recognition by county commissioners
- ◆ A board of directors
- ◆ Commitment to send one representative to each State Commission meeting
- ◆ Designated primary contact person for the State Bicentennial Director
- ◆ Commitment to communicate messages from the Commission to the local area
- ◆ A regional Bicentennial plan (prioritized projects, budget, work plan, etc.)

With the system in Figure 3.3 as a framework for discussion, the seven entity types should meet soon and regularly until they have refined the set of roles and



Jefferson River

Collaboration will be the Key to Successful Bicentennial Preparation

responsibilities each will accept in preparing for the Bicentennial. The team should consider addressing at least seven goals:

1. Expanded communication (in both directions) between the Commission and the other entities
2. Expanded communication between each of the other entities
3. More complementary programming among entities
4. Clear scopes of work
5. Clarification of gaps and overlaps
6. Stronger partnerships
7. Common commitment to the statewide strategy

Even the most successful collaborations will not address all open issues. For example, it is likely that preservation activities will be undertaken by groups other than the Heritage Foundation chapters; events may be organized by groups other than Regional Bicentennial Commissions. However, in general, the roles recommended above appear to be best suited for the entities noted. Where gaps or awkward overlaps remain, the Bicentennial Commission should take the lead in addressing them.

Master Plan Defines 3-Tiered System of Strategic Programming

The Montana Bicentennial Strategy calls for creation of a seamless, three-tiered system of Bicentennial programming (see Figure 3.4). The tier orientation prioritizes programming, and recognizes that Bicentennial activities exist within a world of limited resources.

Tier I: The most critical projects and sites are organized in the first tier . These form the basic framework for a successful Bicentennial Commemoration. In short, these projects and sites are the essentials – where most resources will be focused initially. The first tier includes:

- ◆ Projects and sites of statewide and national significance
- ◆ A set of additional strategic, integrated projects
- ◆ Projects and events which represent quality in each dimension of the Lewis & Clark Bicentennial experience

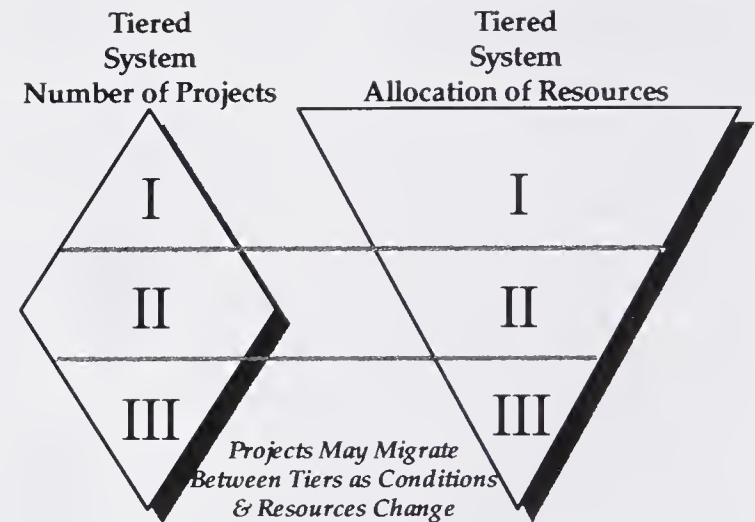
Tier II: While first tier projects are critical, success of other local and regional activities is important as well. The Commission recognizes that technical assistance from its staff and other professional resources are needed to ensure this principle. Therefore, the Commission's Executive Director will build an assistance team to provide:

- ◆ Technical assistance system for local and regional preparation
- ◆ Both proactive and responsive assistance programming
- ◆ Assistance in resource acquisition, especially identification of funding

The assistance team will include staff from the Department of Commerce/Travel Montana, Small Business Development Centers, universities, other state and federal agencies and private businesses. Entities in Figure 3.3, communities and other organizations will be encouraged to work with the Commission's technical assistance team to address their various needs. However, to receive assistance, applicants must be willing to adhere to the guiding principles established by the Commission. It is possible that in the process of working with Tier II partners, Commission representatives may identify projects that become candidates for Tier I status. Should this happen, the Commission will review the project and decide on the matter. The essential requirement is that the project must be of such outstanding quality that it will contribute substantially to the statewide Bicentennial program.

Tier III: The tiered system was developed with the recognition that many valuable projects are yet to be conceived or planned. The third tier (Tier III) includes initiative from the Commission to encourage additional high quality programming. The intent is to move newly identified projects which are important to the state system into one of the two other tiers for further support.

Figure 3.4 depicts that, while the number of Tier I and Tier III projects will be fewer than Tier II, the majority of resources (at least initially) will be focused on Tier I. The next chapter (Chapter IV) describes the Tier I program (sites, projects, events). Further details of both Tier I and Tier II projects are found in Appendices A and B. As describe above, Tier III represents projects or events not yet conceived.



Tier I: Seamless Statewide L&C System

- ◆ Strategic, integrated set of projects
- ◆ Focus: projects of statewide significance
- ◆ Quality in each dimension of L&C experience
- ◆ Majority of resources devoted here

Tier II: Support System for Local Projects

- ◆ Technical assistance
- ◆ Resource acquisition assistance (funding)

Tier III: System for Later Ideas

- ◆ Technical assistance
- ◆ Move to 1st or 2nd Tier

Figure 3.4. 3-Tiered System

Notes:

Tier I Program Reflects Statewide Priorities

The Tier I program of projects reflects the list of top priorities in each of the five strategic categories based on the evaluations of the Commission and planning team at the time of the Master Plan development. As projects are completed, and new ones proposed, the Tier I list will evolve and change. All project proposals will be updated and re-evaluated annually.

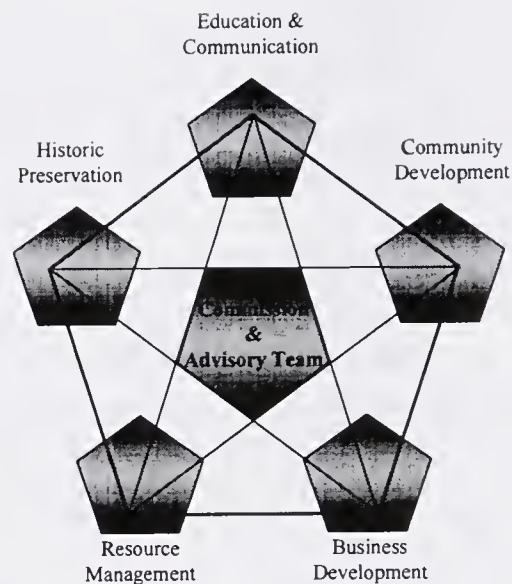
The next five sections outline specific projects in each aspect of the Tier I program. Many of the projects were submitted to the State Commission by Regional Bicentennial Commissions, tribes and agencies, while others were developed through initiative of the Commission and planning team. Following the list of Tier I projects is a section about American Indian priorities, and then a summary of the Tier I program. Project numbers are provided for reference only. The most critical projects include a brief explanation, and further details about all Tier I projects are provided in Appendices C-G.

Historic Preservation Projects (HP)

Bicentennial projects related to historic preservation begin with the Lewis & Clark Trail corridor and thirteen key sites and destinations along it. The projects include preservation, archaeology, cultural assessments, enhancements, maintenance and monitoring, American Indian oral histories and reconstruction of Fort Benton.

Strategy Focuses on 13 Strategic Sites and Destinations

Of the many sites along the Trail in Montana, there are thirteen that form the primary backbone of this Master Plan. The prioritization of these particular sites (as opposed to others) is based on several factors:



Five Point Strategic Framework

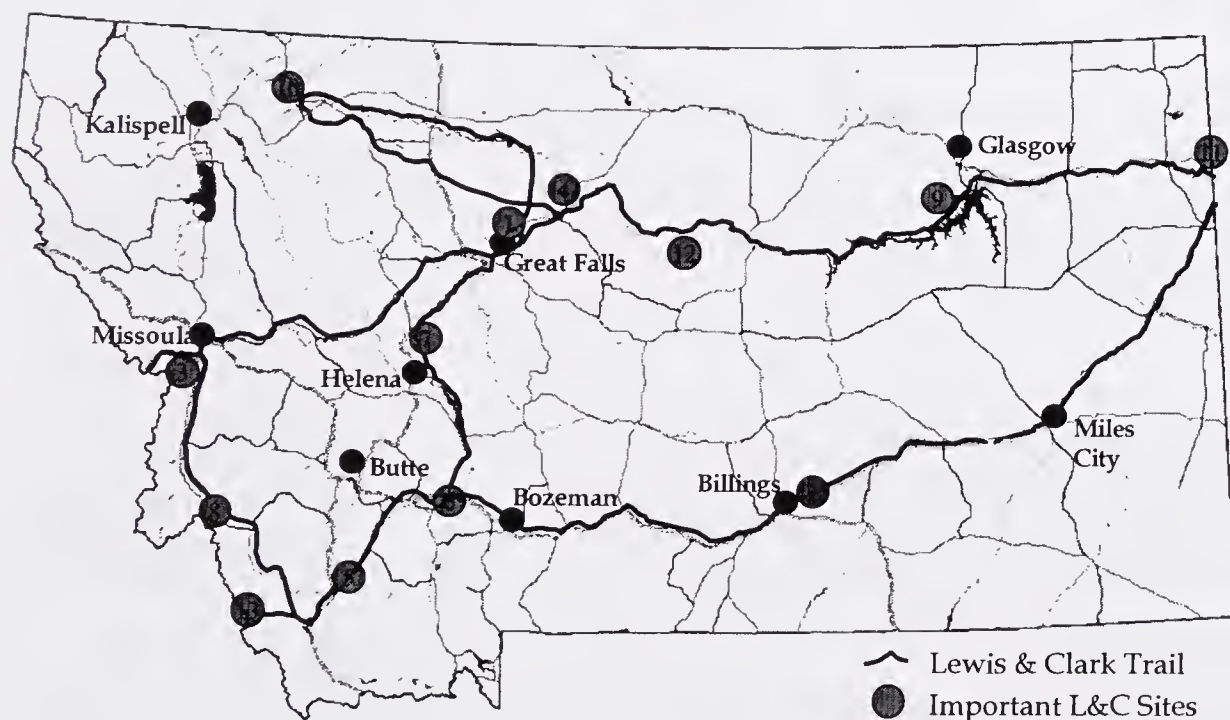
Chapter IV: Tier I Program

- ❖ Historic Preservation
 - ◆ Sites & Destinations
 - ◆ Historical Research
- ❖ Education and Communication
 - ◆ Training Programs
 - ◆ Orientation Sites
 - ◆ Interpretive Signs
 - ◆ Major Facilities
- ❖ Community Development
 - ◆ Assessment
 - ◆ Planning Support
 - ◆ Events
- ❖ Resource Management
 - ◆ Public Safety/EMS
 - ◆ Agency Staffing
 - ◆ Facility Upgrades
- ❖ Business Development
 - ◆ Tourism Research
 - ◆ Local Capacity
 - ◆ Business Assistance
 - ◆ Product Licensing
 - ◆ Sponsorships
- ❖ American Indian Priorities
- ❖ Statewide Programs
- ❖ Tier I Summary

- ◆ Significance to the Lewis & Clark story in Montana (e.g., site or area represents a major decision, obstacle, meeting place or landmark during the Expedition)
- ◆ Accessibility of the area or site (currently open to the public - or planned)
- ◆ Current (or planned) interpretation of the site, as of this writing of the Master Plan
- ◆ The overall historical, cultural or natural attributes of the site/area

The thirteen strategic sites and destinations along the Trail in Montana are the following (numbers correspond to Map 4.1):

1. Great Falls Portage Route, including Lewis & Clark National Historic Trail Interpretive Center
2. Pompeys Pillar National Landmark, east of Billings along Interstate 94
3. Travelers' Rest near Lolo
4. Decision Point at the Marias River near Loma, and nearby Historic Fort Benton



Map 4.1. Key Lewis & Clark Sites and Destinations in Montana

5. Dillon area: Beaverhead Rock, Clark's Lookout, Camp Fortunate
6. Three Forks area, including Headwaters State Park
7. Gates of the Mountains, Montana Historical Museum in Helena
8. Lost Trail Pass, Ross' Hole near Sula
9. Fort Peck area and reservoir, Charles M. Russell National Wildlife Refuge, Milk River Confluence
10. Camp Disappointment and Blackfeet Fight Site near Cut Bank
11. Fort Union at confluence of Missouri and Yellowstone Rivers
12. White Cliffs of the Missouri River, Missouri Breaks Backcountry Byway
13. Lemhi Pass on MT/ID border, Continental Divide west of Dillon

HP-1: Preserve and Enhance Key Trail Sites

Tier I Historic Preservation priorities will focus on the thirteen sites and areas described on the previous page, plus several projects at specific sites which are endangered. The specific projects rated by the Montana Bicentennial Commission and planning team as Tier I historic preservation projects are listed below. Appendix C provides further project details.

HP-1a: Travelers' Rest Campsite Preservation (Archaeological Assessment, Acquisition)

The Corps of Discovery camped at Travelers' Rest near Lolo in 1805 and 1806 – a centuries-old American Indian campsite. Travelers' Rest is listed as one of the nation's "11 Most Endangered Historic Sites" by the National Trust for Historic Preservation. An archaeological assessment will continue important scientific investigation of the site. Acquisition will ensure that the site is protected via purchase or easement.

HP-1b: Camp Disappointment Monument Renovation

HP-1c: Crimson Bluffs Site Preservation (Land Acquisition)

HP-1d: Heritage Monitoring & Protection on USFS Sites

HP-1e: Bicentennial Lasting Lands Legacy – Montana State Parks

HP-1f: Fort Benton Reconstruction

HP-2: Support Further Lewis & Clark Research and Investigation

Much is known about the Lewis & Clark Expedition in Montana, but there is still much to learn. Scientific research, and documentation of tribal oral histories, will further enhance the contemporary knowledge base about the Expedition. Appendix C provides further project details.

HP-2a: Tribal Oral History Preservation

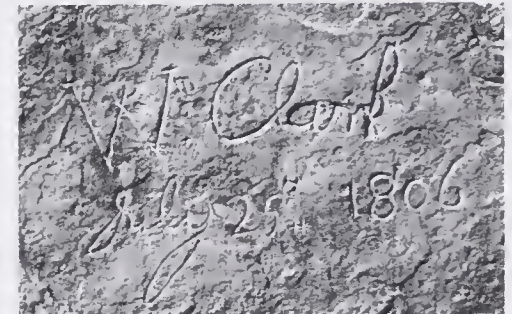
Montana tribes wish to protect, preserve and vitalize their language, culture, and history. Oral history interviews and searches of archives and literature will be conducted to provide additional information about the era of the Lewis & Clark Expedition and to adequately portray the lifestyles of the tribes during those times.

HP-2b: Archeological Discovery of Selected Lewis & Clark Expedition Campsites

HP-2c: USFS Historic and PaleoLandscape Ecosystem Studies, Geoarcheology Surveys

HP-2d: BLM Upper Missouri River Breaks Cultural/Heritage Assessment

Clark's Signature, Pompeys Pillar



Much is known about
the Lewis & Clark
Expedition in
Montana, but there is
still much to learn.



Sacagawea Reenactor

Education and Communication Projects (EC)

Education and communication projects fall into two broad categories:

1) Education of Montana residents and Bicentennial planners about the Expedition and how to prepare for the Commemoration; and 2) Communication to residents and visitors of information about Lewis & Clark sites, events and Bicentennial activities. Tier I Education and Communication projects are listed below, with further details provided in Appendix D.

EC-1: Sponsor Lewis & Clark Educational and Training Programs

Preparations for the Bicentennial are crucial and timely. The Commission will support programs which facilitate partnerships, planning and effective communication between regional planning groups, agencies and businesses.

EC-1a: Annual Bicentennial Planning Conference

The Montana Bicentennial Planning Conference will be held annually from 2000 through 2006. Hosted by the Montana Lewis & Clark Bicentennial Commission, the purpose of the conference is to promote planning for Montana, help communities and businesses prepare for the Commemoration, and stress historical accuracy.

EC-1b: Statewide Training for Community Event Planners

The Montana Lewis & Clark Bicentennial Commission is committed to assisting community event planners. Regional workshops will be conducted to focus on event planning, funding, management, marketing, liability, logistics, security and staffing.

EC-1c: Lewis & Clark 101 Frontliner Training

Frontliner training is needed to ensure that employees serving visitors to Montana are knowledgeable about the Lewis & Clark Expedition and Bicentennial activities. The Flathead Valley Community College, through the existing Montana SuperHost program, is developing a "Lewis & Clark 101" education package.

EC-1d: "Confluence of Cultures" Symposium

A national symposium entitled "A Confluence of Cultures: American Indians and the Expedition of Lewis & Clark" tentatively will be held in spring 2002. Participants in the symposium will include tribal representatives, faculty and students from up to thirty tribal colleges, non-Indian scholars and cultural celebrants.

EC-1e: Training Manual & Workshops for First Person Reenactors

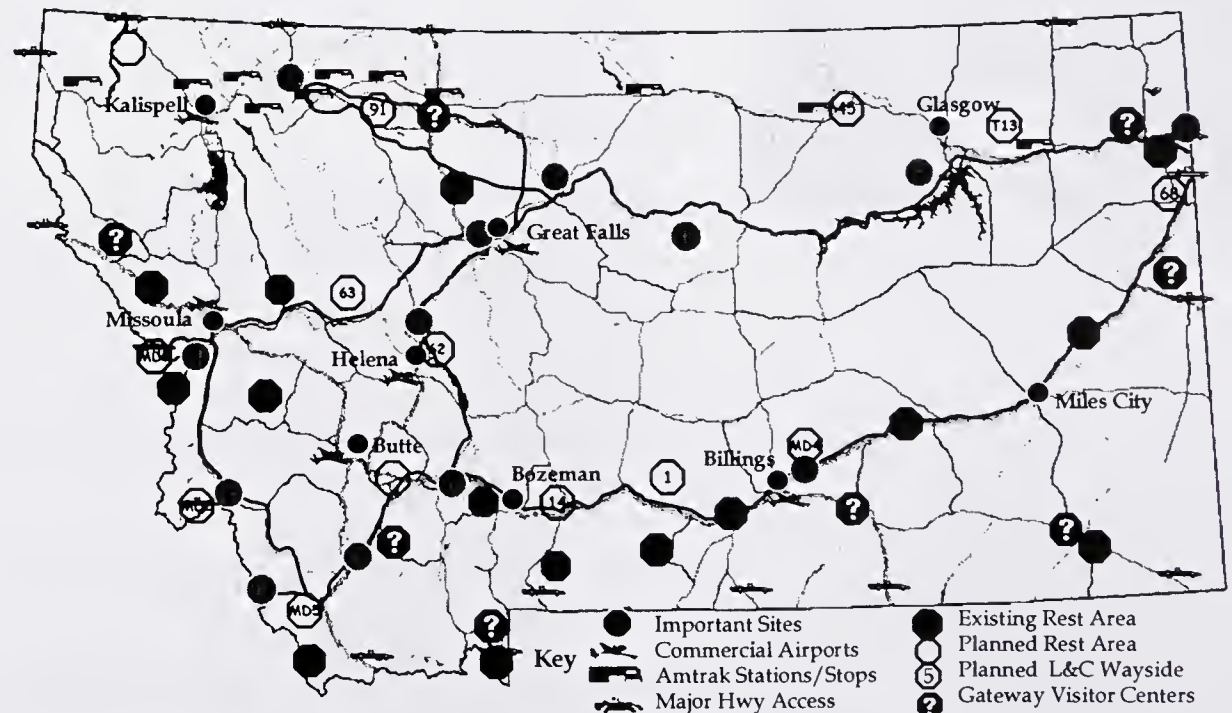
A training manual for Lewis & Clark historical reenactors is being developed, along with a biannual three-day training workshop targeting first-person reenactors.

EC-1f: "Lewis & Clark Moment" Public Service Announcements

The Lewis & Clark journals provide ample fodder for interesting "vignettes" about the Expedition, which will be developed into educational and entertaining public service announcements. The Commission will coordinate with the Montana Historical Society, Travel Montana, statewide media and other partners to produce the spots.

EC-2: Enhance Statewide System of Strategic Orientation Sites

Bicentennial travelers need to be oriented as they travel to and through the state. Travel Montana helps to fund eight gateway visitor centers at key highway access points into the state: Broadus, Culbertson, Dillon, Hardin, St. Regis, West Yellowstone, Wibaux and Shelby. Additionally, the Montana Department of Transportation operates fifteen key rest areas around the state, with two additional rest areas and twelve wayside sites planned (Map 4.2). These visitor centers, rest areas and waysides are strategic places to reach visitors with Lewis & Clark information. Collaboration among the Commission, Montana Historical Society, the Montana Department of Transportation, Travel Montana, communities, tribes, chambers of commerce and regional Bicentennial planning groups will enhance this system. Orientation projects are listed below, and Appendix D provides additional information.



Map 4.2. Strategic Orientation Sites

EC-2a: Gateway Lewis & Clark Bicentennial Displays

The Commission will coordinate with Travel Montana, Montana Historical Society, the Montana Department of Transportation and the six tourism regions to provide Lewis & Clark displays at each of the gateway visitor centers, rest areas and wayside sites. The displays should include a map of the Trail in Montana, regional information, and a rack for statewide and regional Bicentennial brochures. A consistent design would ensure that visitors are alerted to Bicentennial information at each stop.

EC-2b: Golden Triangle Visitor Site

EC-2c: Sidney Visitor Center

EC-2d: USFS Lolo Pass Rest Area & Visitor Center Displays & Staffing

EC-3: Create a Statewide Interpretive Sign Program

A comprehensive system of Lewis & Clark interpretation is essential to the success of the Bicentennial Commemoration in Montana. Recent studies indicate that nonresident visitors will travel to Montana for many reasons during the Bicentennial, and they will be inclined to extend their stay if appropriate Lewis & Clark interpretive and directional information is readily accessible. Interpretive signs and kiosks are necessary to capture the visitor, educate and persuade them to visit Lewis & Clark sites and activities.

EC-3a: Statewide Interpretive Sign Funding Pool

Local, state and federal groups have proposed more than 166 Lewis & Clark interpretive sign placements across the state to increase resident and visitor awareness of the Expedition. A pool of funds will be dedicated for a statewide interpretive sign program. Sponsoring entities will apply for funds, and proposals will be evaluated based on specified criteria (identification in the Statewide Sign Strategy, historical accuracy, location, ownership and maintenance, local support, etc.). Appendix D provides a list of interpretive sign/kiosk proposals received to date.

EC-4: Enhance System of Key Destination Interpretive Facilities

Interpretive centers and museums are major destination attractions for visitors interested in the Lewis & Clark story. These facilities depict an accurate history of the Expedition, provide information on Bicentennial activities, and serve as a training



Decision Point on the Marias & Missouri Rivers

resource (for interpreters, front liners, guides, outfitters, educators and tribes). Interpretive facilities are valuable lasting legacy assets of the Commemoration. Proposed interpretive facilities are listed below, and Appendix D provides additional project details.

EC-4a: Pompeys Pillar Interpretive Center

On July 25, 1806, William Clark carved his name onto a 200-foot sandstone outcropping and referred to the site as "Pompy's Tower" in honor of Sacagawea's young son. It remains the only visible evidence of the Expedition along the entire Trail. The BLM acquired the Pompeys Pillar National Historic Landmark near Billings in 1991. The planned interpretive center will highlight the history of the Pillar and surrounding area, Clark's return trip down the Yellowstone, and the indigenous peoples of the area.

EC-4b: Travelers' Rest Interpretive Center

The Travelers' Rest campsite located near Lolo, Montana not only is historically significant, it also is strategically positioned at crossroads of U.S. Highways 12 and 93, seven miles from Missoula. Following completion of site archeology and land acquisition (in progress), an interpretive facility is proposed at Travelers' Rest. The facility will highlight the Expedition's stays at the site in 1805 and 1806, as well as American Indian and Corps trails through the Bitterroot Valley and Lolo Pass.

EC-4c: State Lewis & Clark Exhibit

The Montana Historical Society will develop a Montana "anchor" Lewis & Clark exhibit, to be housed in a reconstructed gallery at the Society museum in Helena.

EC-4d: Lewis & Clark National Historic Trail Interpretive Center Improvements

The Lewis & Clark National Historic Trail Interpretive Center in Great Falls has hosted more than 260,000 visitors since its opening in May 1998. Increased visitation necessitates improvements to address existing safety and visitor circulation challenges, as well as enhancements to visitor interpretation.

EC-4e: Ravalli County Museum Exhibit, Diorama & Mural

EC-4f: Three Forks Interpretive Center, Trails & Amphitheater

EC-4g: Yellowstone County Museum

EC-4h: Museum of the Plains Indian

EC-4i: Fort Peck Dam Interpretive Center Wildlife Exhibit



Pompeys Pillar

Community Development Projects (CD)

Community development is essential to Bicentennial preparation, particularly in rural areas. Communities need to address issues related to infrastructure, organizational development and events as they plan for an influx of visitors. Business owners and travel promoters must develop systems to inform visitors about the number and type of amenities available (what, when and where). Effective communication is needed to avoid creating dissatisfied visitors who arrive only to find that there is "no room at the inn," or that local comforts do not meet their expectations.

CD-1: Conduct Statewide Assessment of Community Infrastructure

A challenge facing Bicentennial planners is the need for a detailed evaluation of county and local infrastructure. Most communities have been unable to assess the condition of their infrastructure in the context of Bicentennial demands. A statewide assessment will be conducted to evaluate roads, parking, public restrooms, signage and public safety/EMS services in the context of projected visitation and Bicentennial needs.

CD-2: Obtain Funding for Local/Tribal Bicentennial Planning Groups

Montana has more than twenty county and tribal Bicentennial volunteer planning groups. Dedicated volunteers are investing their time to plan and prepare for the Commemoration; however, they often also must invest their own money because resources are not available from county or tribal government to support costs associated with planning efforts. The Montana Lewis & Clark Bicentennial Commission will support local planning efforts through funding from Bicentennial license plate sales.

CD-3: Support Lewis & Clark Reenactments, Festivals and Events

Along the 2,000 miles of the Trail, many organizations are planning special commemorative events for the Bicentennial – in fact, some already are under way. Map 4.3 indicates the general locations of events currently planned (numbers correspond to months of the year), and Table 4.1 provides additional details. Many more events will be added as planning progresses. Events of national scope are scheduled in the Great Falls-Fort Benton area (June-July 2005), Three Forks-Headwaters area (July 2005) and the Lower Yellowstone from Livingston to Sidney (July-August 2006).

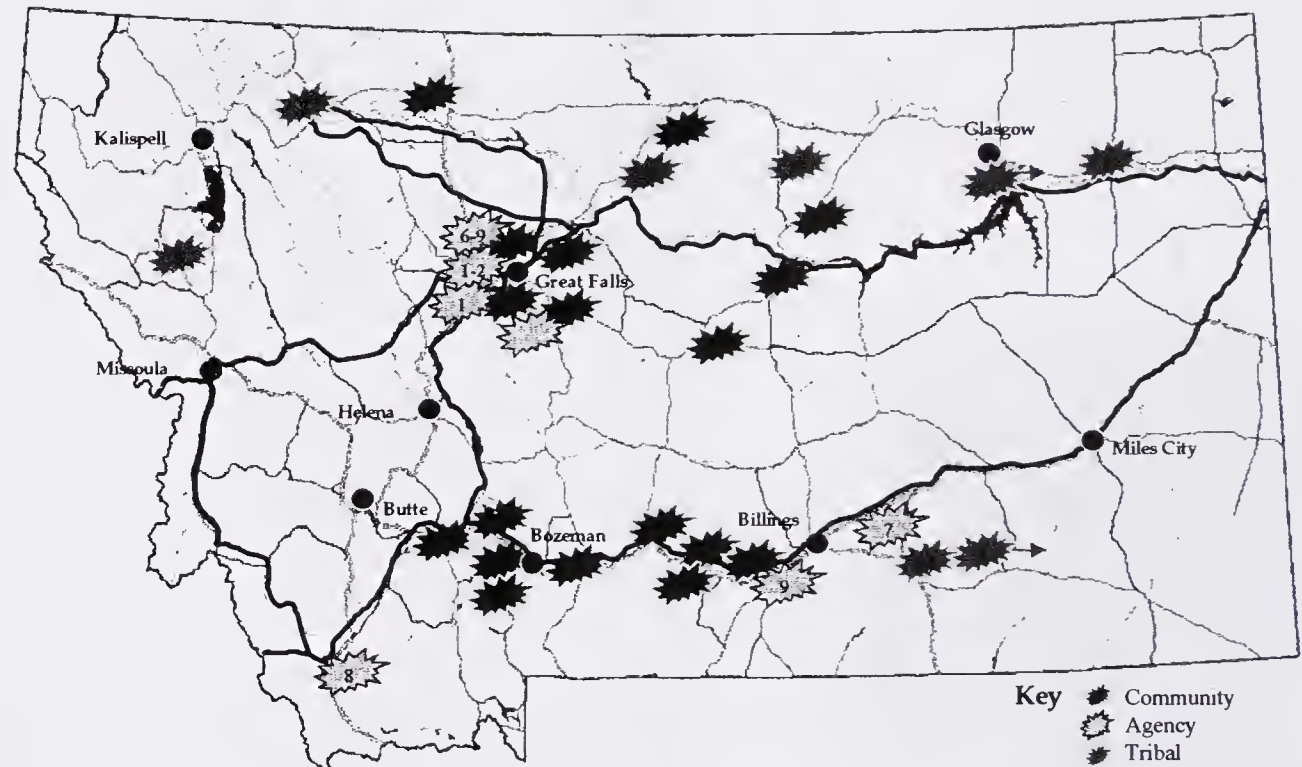
Lewis & Clark Festival, Great Falls



Bicentennial events planned so far include reenactments, encampments, festivals, seminars, exhibits, tours, theater/arts productions, sports/recreation events and the Corps II Traveling Park (National Park Service). This list does not include regularly scheduled rodeos, pow wows and annual community festivals, which likely will take on a Lewis & Clark theme as the Bicentennial approaches.

Events scheduled during off-peak times (late September through early June) would attract visitors during periods when business is slow and destinations are underutilized. Indoor events such as plays, symposia, conferences, rendezvous, art exhibits, concerts, pow wows, festivals and trade shows could bring together groups of people who have a special interest in various aspects of the Lewis & Clark Expedition. Events also could target groups who tend to travel during off-peak times, such as seniors, educators, youth groups and business people, to gather for Bicentennial-related educational and business purposes.

In order to ensure quality and historical/cultural accuracy as planning continues, the Commission has developed a list of proposed endorsement guidelines which will be used to evaluate events and projects for inclusion in the "official" Bicentennial program. Endorsement guidelines are outlined in Appendix H. Table 4.1 (next page) lists Bicentennial events planned in Montana to date, based on information from communities, travel guides and web sites. Events that the Commission and planning team rated as "Tier I" events are listed on the pages following Table 4.1, and described further in Appendix E.



Map 4.3. Existing & Proposed Bicentennial Events



Building a Dugout Canoe
Using 1805 Tools

Table 4.1. Bicentennial Events Planned To Date

Date	Event Name & Description	Location
Jan 00	Free Days at the L&C Interpretive Center (Sundays in January)	Great Falls
Jan-Feb 00-06	Film Festival @ Interpretive Center (6 Thurs evenings)	Great Falls
Mar 00-06	Western Heritage Artist Association Art Show (5 days)	Great Falls
Apr-Sep 05; Jun-Aug 06	Corps II Traveling Park - National Park Service <i>Being Planned at National Level</i>	Selected Trail Communities
May 00-06	Lewis & Clark Days Festival, Performances (3 days)	Lewistown
Jun 00	Lewis and Clark in the Park Play/Activities/Art Show (1 day)	Zortman
Jun 00-06	Lewis & Clark Festival/Reenactment (4 days)	Great Falls
Jun 00-06	Whitehall Amphitheater and Lewis & Clark Drama	Whitehall (7 mi. E)
Jun 00-06	Fort Belknap Tribes Reenactment at James Kipp Park	James Kipp Park
Jun 05	Reenactment: Living History of Portage (4 weeks)	Great Falls
Jun-Jul 05	Discovering the Big Sky Event: Marias to Great Falls	Central MT
Jun-Aug 01-06	Crow Tribe Participation in Clark Day at Pompeys Pillar	Crow Res./Area
Jun-Sep 00	Montanans Honor L&C Exhibits (6/23-9/10, Interp Ctr, Co Museum)	Great Falls
Jul 00	Weekend of Discovery Demonstrations/Presentations (2 days)	Headwaters SP
Jul 00-06	Lewis & Clark Days Festival (4 days)	Cut Bank
Jul 00-06	Clark's Yellowstone River Camps Reenactment, Permanent Displays	Stillwater County
Jul 00-06	Yellowstone Boat Float - Livingston to Laurel (5 days)	Big Timber
Jul 00-06	Clark Bottom Rendezvous Encampment (6 days)	Laurel
Jul 00-06	Clark Day at Pompeys Pillar (music, canoeing, free admission, 1 day)	Pompeys Pillar
Jul 05	Havre's Festival Celebration of Lewis & Clark (3 days)	Havre
Jul 06	Clark on the Yellowstone	Lower Yellowstone
Jul-Aug 05	Lewis & Clark Festival at Headwaters	Headwaters
Jul-Sep 00	Daylight & Dark w/ L&C-Astronomy/Navigation Wkshp (2 daysx3)	Great Falls
Jul-Sep 03-06	Lewis & Clark Remembered: Demonstrations/Displays (Jul-Sept)	Itch-Ke-Pe Park
Aug 00-01	Games of the Past: Traditional Play at the Time of L&C	MT Indian Res.
Aug 00-06	Camp Fortunate Living History Encampment & Reenactment	Clark Canyon Res.
Sep 00	The Clark & Lewis Show (Vaudeville theater, 2 dates)	Bozeman
Sep 00	"Lewis & Clark Slept Here Too" Elder Hostel (7 days)	Laurel
2001-2006	Forsyth Amphitheater & Mural	Riverside Park
2003	Fort Peck Tribes Reenactments on the Missouri River	Missouri Rvr
2003	Headwaters State Park Living History Reenactment	Headwaters SP
2003-2005	Race: L&C Bicentennial Run (Conrad to Great Falls)	Great Falls
<i>List Does Not Include Tribal Pow Wows (23+ statewide)</i>		

Tier I event proposals received and evaluated by the Commission to date are listed below. Further project details are provided in Appendix E.

CD-3a: Discovering the Big Sky Event: Marias to Great Falls (Signature Event Proposal)

Discovering the Big Sky is a series of events planned for June 2 – July 4, 2005 from Fort Benton to Great Falls. It includes Lewis & Clark camps, Great Falls portage reenactment, site tours, speaker series, float trips, reenactments at Old Fort Benton, traditional American Indian games, writers/literature events, state history conference, exhibits, military pageantry, symphony, music, dancing and Bicentennial web/DVD.

CD-3b: Lewis & Clark Festival at the Headwaters (Signature Event Proposal)

The Festival at the Headwaters is a series of events planned for July 15 – August 8, 2005 in Gallatin and Beaverhead Counties. The Festival will include reenactments, parades, a pow wow, children's festival, food, interpretive exhibits and demonstrations, youth encampment, outdoor theater, tours, black powder events, a pageant, lecture series, debate, arts and crafts and a fiddlers jamboree of period music.

CD-3c: Clark on the Yellowstone (Signature Event Proposal)

Clark on the Yellowstone is a series of events planned in late July 2006 from Livingston to the confluence of the Yellowstone and Missouri Rivers at the North Dakota border. It includes a dedication ceremony at Pompeys Pillar on July 25, 2006, commemorative tree plantings, placement of interpretive signs and time capsules, lecture series, American Indian fairs and encampments, photo contests, trail rides, river floats, reenactments, exhibits, military demonstrations, nature walks and Clark Days.

CD-3d: Corps II Traveling Park and Classroom

The National Park Service is planning a Lewis & Clark Traveling Park and Classroom, which will follow the Expedition's route on corresponding Bicentennial dates from 2003–2006. Corps II will be contained in large trucks, and staffed by interpreters who will provide tours of exhibits and educational programs. The traveling park will stop in all of the Trail states during the Bicentennial, and coordinate with local Bicentennial events and programs where possible.

CD-3e: Games of the Past: Traditional Play at the Time of Lewis & Clark

The tribes of the seven Reservations in Montana have revived indigenous games representative of tribal culture, including those games played at the time of the Lewis &

Lewis & Clark Festival, Great Falls



Clark Expedition. Instruction, participation and competition in traditional tribal games will rotate among the seven Montana reservations.

CD-3f: Headwaters State Park Living History Reenactment

CD-3g: Camp Fortunate Living History Encampment & Reenactment

CD-3h: Whitehall Amphitheater and Lewis & Clark Drama

CD-3i: Fort Peck Tribes Reenactments on the Missouri River

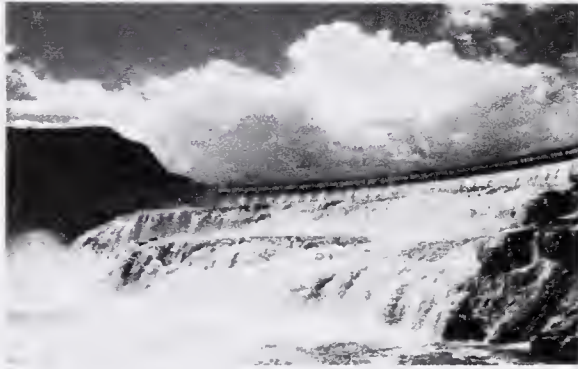
CD-3j: Fort Belknap Tribes Reenactment at James Kipp Park

CD-3k: Crow Tribe Participation in Clark Day at Pompeys Pillar

CD-3l: Clark's Yellowstone River Camps Reenactment and Permanent Displays

CD-3m: Forsyth Amphitheater & Mural

Great Falls of the Missouri River



Resource Management (RM)

Much of the Lewis & Clark Trail in Montana lies on public lands (state and federal). Because of its accessibility, public land managers must prepare for increased visitation, safety concerns and impacts. Specific resource management projects which address needs for emergency services, additional staffing and facilities upgrades are listed below. Appendix F provides additional project details.

RM-1: Conduct Statewide Public Safety/EMS Assessment, Develop Plan

Montana's vast public lands and rural areas offer visitors an opportunity to experience the Trail much as it was when Lewis & Clark saw it. However, its primitive nature also presents opportunities for visitors to experience the hazards of mountainous terrain, whitewater rivers and unpredictable weather. A statewide assessment of safety and EMS services will be conducted to determine additional needs anticipated because of increased visitation during the Bicentennial.

The USDA Forest Service and the Bureau of Land Management collectively manage major portions of the Trail corridor. Specific planning and implementation efforts proposed by those agencies should be coordinated with overall state assessment and planning efforts.

RM-1a: Statewide Safety/EMS Assessment and Plan

The Commission will spearhead a coordinated assessment, planning and implementation process, involving communities, federal, state and local agencies, law enforcement, emergency services, tribes and medical facilities. Once the assessment is completed, a plan to address needs will be developed and implemented by the appropriate entities.

RM-1b: USFS Event Management and Emergency Services

RM-1c: BLM Emergency Planning – Headwaters Corridor

RM-1d: BLM Floater Information and Communication for the Upper Missouri River

RM-2: Enhance Agency Temporary Staffing

Several state and federal agencies manage key Lewis & Clark Expedition sites, landscapes, and Trail segments. Due to anticipated increases in visitation for the Bicentennial, the agencies will need additional staffing from 2001 to 2006. Enhanced staffing will allow them to offer adequate basic services; ensure natural, cultural and heritage resource protection; and reduce visitor impacts, while ensuring a high quality experience for resident and nonresident visitors.

RM-2a: USDA Forest Service: Lolo Trail, Lewis & Clark Pass, Lost Trail Pass, Spring Gulch, Lemhi Pass, Gibbon's Pass, Gates of the Mountains

RM-2b: Montana Department of Fish, Wildlife & Parks: Great Falls, Bozeman, Helena and Glasgow areas, visitor safety staff in all regions

RM-2c: Bureau of Land Management: Upper Missouri Corridor, Blackfoot River Corridor, Headwaters Corridor

RM-2d: Bureau of Reclamation: Clark Canyon Reservoir

RM-2e: Montana Historical Society: State Lewis & Clark Historian

RM-3: Provide Facilities & Services for Increased Visitation

Visitor facilities and amenities at many public sites in the Trail corridor are inadequate for projected use levels. Agencies need resources for specific temporary and permanent site enhancements, which will benefit Montanans and nonresidents alike. Specific project proposals are listed below, with details provided in Appendix F.

RM-3a: State Parks Resource Assessments, Capital Improvements and Visitor Services

White Cliffs, National Wild
& Scenic Missouri River



Facility and resource inventories will be conducted at five primary and twenty-five secondary Lewis & Clark sites in State Parks ownership. Examples of needs include temporary facilities, increased toilet pumping, road maintenance, equipment for special events, visitor information items, web site development, reservation systems, exhibit development, and education and interpretive programs.

RM-3b: USFS Lemhi Pass Management

Lemhi Pass National Historic Landmark is a backcountry gateway between Montana and Idaho. Anticipated increases in use of the site creates a need to improve interpretation and traveler information, management of the Lemhi Pass road and parking, and reconstruction of facilities to improve accessibility and safety.

RM-3c: BLM James Kipp Recreation Area Infrastructure Improvements

Improvement to the infrastructure of the James Kipp Recreation area is necessary to support increased visitor use. Plans include site and facilities preparation, trail interpretation, accessibility/road upgrades, and potable water development.

RM-3d: BLM Temporary and Volunteer Host Facilities

Temporary facilities/accommodations are needed in the Upper Missouri corridor from Ft. Benton to the James Kipp Park Recreation Area for emergency and security systems, public information, sanitation, refuse collection and other amenities.

Business Development Projects (BD)

A July 2000 survey of selected Montana businesses indicated strong interest in Bicentennial participation and support. A top priority for the Commission and other Montana leaders is business and economic development. The Bicentennial presents opportunities for business development in tourism, retailing, manufacturing and services. Key business development projects include the collection of data related to supply and demand, business support services, product licensing and marketing opportunities, as described below.

BD-1: Conduct Bicentennial Tourism and Visitor Assessment Studies

The Institute for Tourism & Recreation Research (ITRR) at the University of Montana in Missoula will conduct three studies prior to and during the Lewis & Clark Bicentennial: 1) a statewide study to determine the impact of the Commemoration on Montana economically, socially, and environmentally; 2) an assessment of national



Travelers' Rest

interest and awareness in the Lewis & Clark Expedition and Bicentennial, including an evaluation of marketing strategies; and 3) a characterization of visitors to Lewis & Clark sites in Montana. The study results will help guide private and public sector planning and marketing for the Bicentennial.

BD-2: Sponsor Community Tourism Assessments

Montana's Community Tourism Assessment Program (CTAP) is an 8-month "self help" process offered to communities by Travel Montana, MSU Extension and the UM ITRR. The Commission will coordinate with program partners to support increased participation in the program by communities prior to the Bicentennial.

BD-3: Support Business Assistance via Workshops, Loans and Counseling

The Commission will coordinate with the Montana Department of Commerce, Small Business Development Centers and others to provide business assistance workshops, low-interest loan programs and business counseling related to tourism development and the Bicentennial.

BD-4: Encourage National Product Licensing

The Commission will help promote the National Bicentennial Council's product licensing program opportunity to Montana businesses who may be interested in national licensing and distribution of their products or services.

BD-5: Implement Statewide Sponsorship Opportunities Program

The Commission will develop a statewide sponsorship program for businesses and corporations who wish to market their products and services through sponsorship of Montana based Bicentennial events, projects and programming. The Commission also will provide technical assistance to local/regional planning groups regarding sponsorship opportunities for local events and projects.



American Indian Priorities and Recommendations

A number of Montana's tribes have only recently become involved in Bicentennial planning efforts, due to budget constraints and mixed opinions among tribal members regarding Lewis & Clark and the Commemoration. Most reservations have formed Bicentennial committees, and/or assigned staff members to coordinate tribal Bicentennial planning efforts. However, in many cases, specific projects and planning efforts were not complete enough to be included in this Master Plan. The planning team sought input from tribal Commission members and other tribal contacts, but feedback was limited at the time. Information that the Commission and planning team did receive indicated a consistent set of priorities among the tribes. Those priorities are:

- ◆ Oral history preservation (re. Lewis & Clark)
- ◆ Accuracy of American Indian history
- ◆ American Indian perspective on the Expedition
- ◆ Interpretive signage on or near reservations
- ◆ American Indian games and reenactments
- ◆ Traveling trunks (educational/interpretive)
- ◆ Cultural centers/museum displays
- ◆ Ability to participate in planning efforts

As a result, these American Indian priorities are addressed in this Master Plan through the following programs:

- ◆ Tribal oral history grant pool (HP-2a)
 - Competitive, balanced distribution, tribal only
- ◆ Interpretive signage and kiosk support (EC-3a)
 - Part of statewide interpretive sign program
 - Tribal direction of interpretation and design
- ◆ Assistance with travel and planning costs (CD-2)
 - Part of statewide assistance for local groups
- ◆ Support for games, reenactments, traveling trunks (CD-3e, g, i, j, k)



Crow Fair

Statewide Tier I Program

The 3-tiered system recognizes a world of limited resources, as explained in the previous chapter. Projects that are essential to the success of the statewide Bicentennial program are included in Tier I. However, even within Tier I, the planning team identified projects that are "top priority" because of their centrality to the quality of the Bicentennial experience. Many of these "top priority" Tier I projects are programs that will benefit citizens and planning groups throughout the state.

Some projects listed as "statewide" programs are in fact the result of analysis by the planning team that identified similar project proposals from several groups. The planning team recognized a general need, and consolidated the individual project proposals into statewide programs to address them more efficiently. The consolidation also allows the Commission to be more competitive in seeking outside resources to fund those projects.

Many of the "top priority" projects are listed because of their urgency – they have lead times which necessitate immediate action if they are to be completed prior to the beginning of the Commemoration in January 2003. Geographically, these projects are spread throughout the state. They must be accomplished first, and therefore will receive the most direct attention and available resources.

Beginning on the next page, Chapter V describes a system of seven travel corridors for Bicentennial programming, including a listing of Tier I projects for each corridor. In Chapter VI, a strategic program is outlined for statewide promotions, and in Chapter VII, tables 7.1 and 7.2 provide consolidated lists of the "top priority" and "other" Tier I projects, along with an implementation timeline and estimated budget.

A successfully implemented Tier I program will benefit all other elements of the system. Conversely, failure to successfully address the Tier I program will jeopardize the Tier II program, because the basic system will not be in place to support Tier II. Therefore, it is incumbent upon the Commission and all of the supporting partners to address "first things first", so that the essential elements are in place as soon as possible.



Lolo Creek, Near Lolo Hot Springs

Notes:

Travel Corridors Provide a System of Destinations

Most people who visit Montana do not come specifically to experience Lewis & Clark heritage. Instead, they tend to add this option to their agenda as they learn about the Trail or sites along their way. It is clear from survey research that people do become much more enthusiastic about this opportunity once they are exposed to it inside the state. By this time, however, their travel plans and timing are fairly set. In addition, Montana's portion of the Trail is so large that extremely few people should be expected to visit its entire length. In fact, even the most avid Lewis & Clark enthusiasts are likely to concentrate on smaller segments.

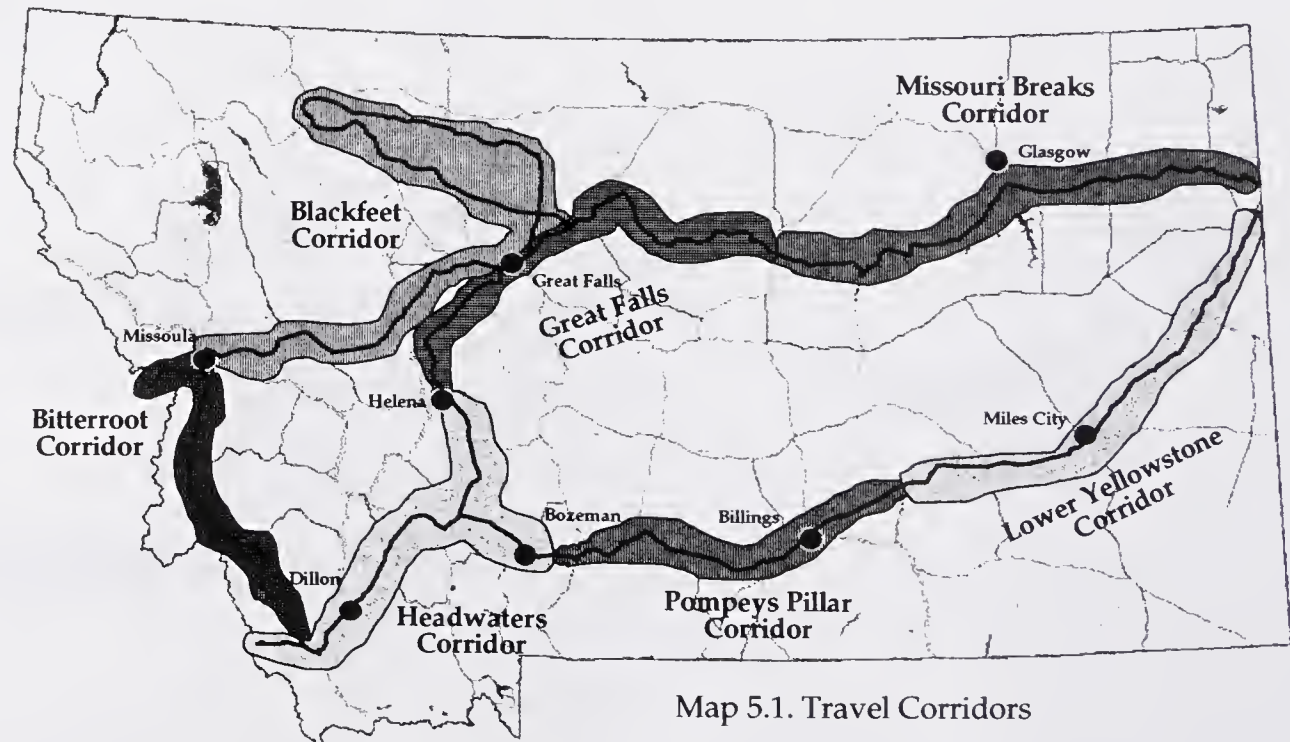
In response to these visitor tendencies, a system is needed to encourage people to seek at least a "taste" of the Trail and its attractions. Toward this end, creation of a set of seven Lewis & Clark travel corridors is recommended (see Map 5.1). These corridors will divide the state system into portions that anyone might be able to experience in one or two days of extended visitation. The corridor system addresses the following realities:

- ♦ Montana is VERY big
- ♦ Visitors need "bite size" portions
- ♦ Most visitors will not be here primarily for Lewis & Clark experiences
- ♦ Most visitors come to see family, friends, cities, and National Parks
- ♦ Major Lewis & Clark sites tend to exist in clusters that can be tapped by a corridor system

Chapter V:

Travel Corridors

- ❖ Destination System
- ❖ Bitterroot Corridor
- ❖ Blackfeet Corridor
- ❖ Great Falls Corridor
- ❖ Headwaters Corridor
- ❖ Pompeys Pillar Corridor
- ❖ Lower Yellowstone Corridor
- ❖ Missouri Breaks Corridor



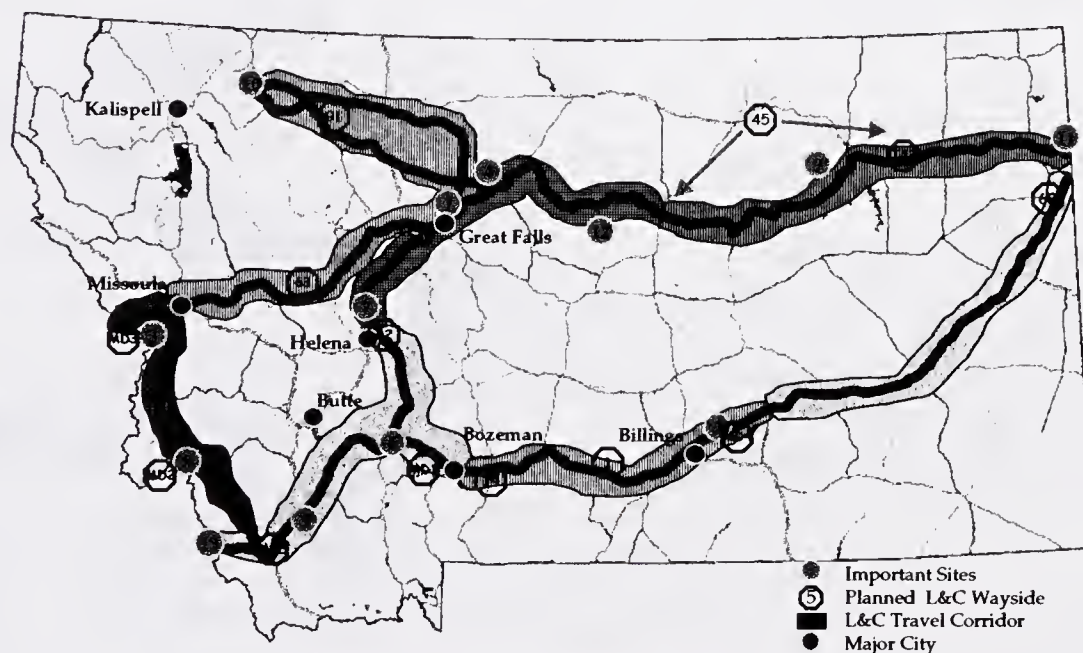
Map 5.1. Travel Corridors



Gates of the Mountains

In addition, travel corridors offer many advantages:

- ◆ Corridors tap and serve people who are visiting other major attractions
- ◆ Corridors are attractive add-ons to visit
- ◆ Corridors help focus limited resources
- ◆ Each of the corridors is distinctly different from the rest, offering a range of visitor experiences
- ◆ Corridors are widely dispersed, providing practically every state visitor a Lewis & Clark experience
- ◆ All key sites are within corridors (see Map 5.2)
- ◆ All corridors include a hub city or town that can be the focus for promotion and base for regional visitation
- ◆ Corridors are highly marketable
- ◆ Corridors help strengthen individual sites that might otherwise be missed
- ◆ Minor destinations can tap the attractiveness of nearby major destinations
- ◆ Through systematic development, corridors improve the quality of visitors' experiences



Map 5.2. Travel Corridors & Key Sites

Bitterroot Corridor Highlights

10 Communities

- ◆ Travelers Rest
- ◆ Bitterroot Valley
- ◆ Lolo & Lost Trail Passes
- ◆ Lee Metcalf NWR
- ◆ Ross' Hole / Camp Creek
- ◆ Ravalli County Museum
- ◆ Glacier Nat'l Park nearby
- ◆ 0 events (to date)
- ◆ 6 Tier I projects
- ◆ 4 Tier II projects

Bitterroot Corridor

Tier I Projects

- ◆ Signage: Trail of the American Nations
- ◆ Lolo & Lost Trail Pass rest areas/visitor facilities
- ◆ Traveler's Rest archeology, land acquisition & interpretive facility
- ◆ Feasibility study/business plan for Traveler's Rest interpretive facility
- ◆ Ravalli County Museum display
- ◆ Ross' Hole pull-out, interpretive signs



Blackfeet Corridor Highlights

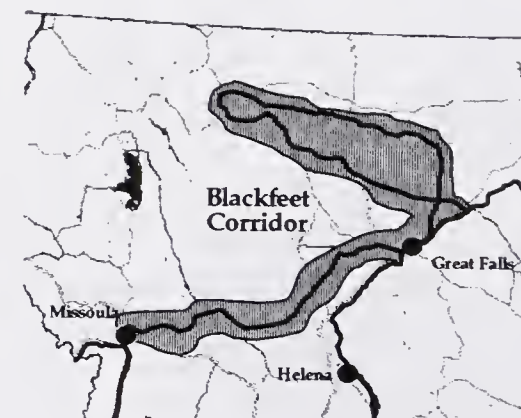
16 Communities

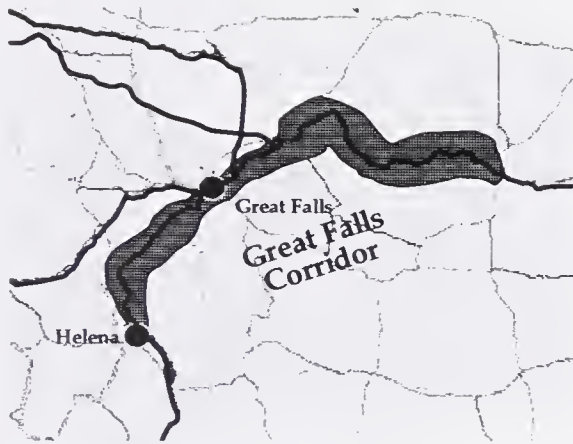
- ◆ Camp Disappointment
- ◆ Lewis & Clark Pass
- ◆ Blackfeet Fight Site
- ◆ National Bison Range
- ◆ Museum of the Plains Indian
- ◆ Glacier Nat'l Park nearby
- ◆ 1 event
- ◆ 5 Tier I projects
- ◆ 10 Tier II projects

Blackfeet Corridor

Tier I Projects

- ◆ Camp Disappointment Monument Renovation
- ◆ 2 interpretive sign projects
- ◆ Museum of the Plains Indian upgrades
- ◆ Golden Triangle visitor contact station
- ◆ Oral history of Blackfeet Tribe
- ◆ BLM/USFS on-site interpreters and caretakers
- ◆ Games of the Past (Blackfeet Res.)





Great Falls Corridor Highlights 15 Communities

- ◆ LCNHT Interpretive Center
- ◆ Great Falls Portage Route
- ◆ Upper Missouri/Decision Point
- ◆ Upper Missouri National Wild and Scenic River
- ◆ Gates of the Mountains
- ◆ Fort Benton
- ◆ Benton Lake NWR
- ◆ 11 Tier I projects
- ◆ 20 Tier II projects

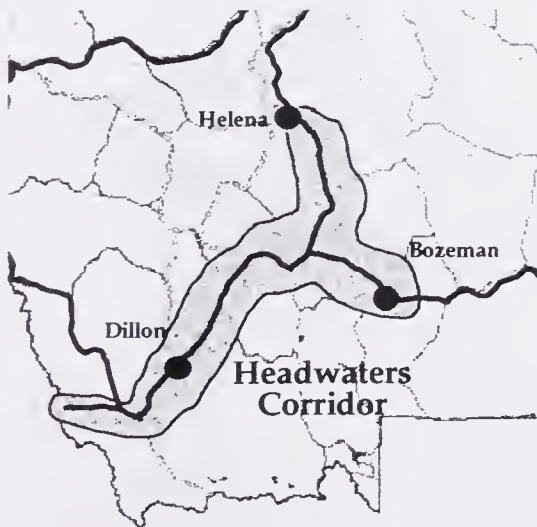
Great Falls Corridor Tier I Projects

- ◆ 5 interpretive sign projects
- ◆ LCNHT Interpretive Ctr exhibits/improvements
- ◆ Fort Benton reconstruction
- ◆ 5 BLM Upper Missouri Wild and Scenic river management projects
- ◆ BLM riverwide seasonal support staff
- ◆ First Person Re-enactor Training
- ◆ Portage reenactment
- ◆ "Discovering the Big Sky" event
- ◆ Games of the Past (Rocky Boys Res.)

Headwaters Corridor Highlights

18 Communities

- ◆ State Historical Museum
- ◆ Canyon Ferry/Crimson Bluffs
- ◆ Camp Fortunate
- ◆ Dillon/Clark Canyon area
- ◆ Three Forks/Headwaters SP
- ◆ Beaverhead Rock
- ◆ Lemhi Pass Nat'l Landmark
- ◆ Museum of the Rockies
- ◆ 4 events/reenactments/theater productions
- ◆ Yellowstone National Park nearby
- ◆ 11 Tier I projects
- ◆ 23 Tier II projects



Headwaters Corridor Tier I Projects

- ◆ State Historical Museum exhibit
- ◆ 4 interpretive sign/exhibit projects
- ◆ Whitehall amphitheater, L&C drama
- ◆ USFS, BLM, BOR seasonal staff, EMS planning
- ◆ Camp Fortunate and Headwaters Reenactments
- ◆ Lemhi Pass facility upgrades and visitor management
- ◆ Crimson Bluffs protection
- ◆ Three Forks interpretive center
- ◆ "Festival at the Headwaters" event

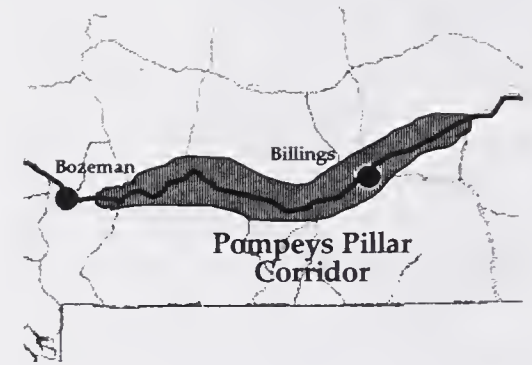
Pompeys Pillar Corridor Highlights

13 Communities

- ◆ Pompeys Pillar
- ◆ Upper Yellowstone River
- ◆ Clark campsites
- ◆ Billings sites/amenities
- ◆ Yellowstone Park nearby
- ◆ Little Bighorn Battlefield nearby
- ◆ 6 Tier I projects
- ◆ 9 Tier II projects

Pompeys Pillar Corridor Tier I Projects

- ◆ Pompeys Pillar interpretive center and rest area
- ◆ 2 interpretive sign projects
- ◆ Clark's Yellowstone River Camp reenactment
- ◆ Yellowstone County Museum exhibit
- ◆ Clark Day at Pompeys Pillar (with Crow participation)



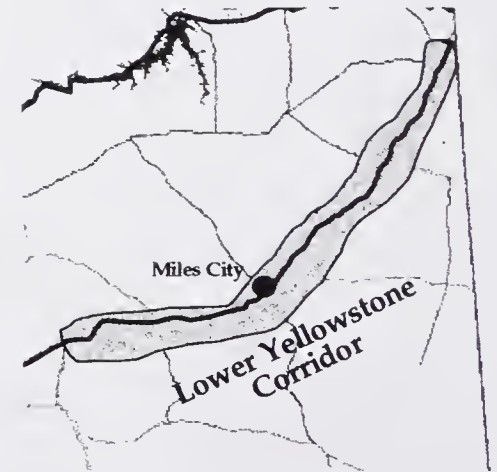
Lower Yellowstone River Corridor Highlights

18 Communities

- ◆ Clark's Yellowstone River campsites
- ◆ Miles City
- ◆ Little Bighorn nearby
- ◆ Sidney/Confluence area
- ◆ Ft. Union nearby
- ◆ 1 events
- ◆ 5 Tier I projects
- ◆ 7 Tier II projects

Lower Yellowstone River Tier I Projects

- ◆ Amphitheater in Forsyth
- ◆ Crow and Northern Cheyenne oral histories
- ◆ Chief Plenty Coups State Park training package
- ◆ Lower Yellowstone kiosks
- ◆ Sidney gateway visitor center upgrade (L&C info)
- ◆ "Clark on the Yellowstone" event
- ◆ Games of the Past (Crow & Northern Cheyenne Reservations)



Missouri Breaks Corridor Highlights 10 Communities

- ◆ Fort Peck Interp Center (construction 2000-03)
- ◆ Fort Peck Reservoir
- ◆ CMR Wildlife Refuge
- ◆ Missouri Breaks Byway
- ◆ 3 reenactments/events
- ◆ 6 Tier I projects
- ◆ 15 Tier II projects



Missouri Breaks Corridor Tier I Projects

- ◆ Ft. Peck Dam Interpretive Center and Museum exhibit
- ◆ James Kipp Recreation Area site upgrades and interpretation
- ◆ Tribal oral histories
- ◆ 2 reenactments
- ◆ Northeastern Plains signage
- ◆ Games of the Past (Fort Belknap and Fort Peck Reservations)



Canoeing on the National Wild & Scenic Missouri River

Bicentennial Planners will Target Strategic Markets

Chapter II described key markets for the Bicentennial: Montanans, recreation and leisure travelers, heritage and cultural tourists, Lewis & Clark "buffs," educators and adventurers.

Promotional programs will target each of the key markets strategically. Communication to Montana citizens and businesses will be needed through a variety of mediums, from newsletters and web sites to mass media and business organizations. Communication to nonresidents will be part of Montana's existing state and regional tourism promotion programming.

The top priority market is Montanans, including all of Montana's stakeholders: citizens, businesses, tribes, elected officials, agencies and preservationists. As noted, marketing the Bicentennial to Montanans is important for four key reasons:

1. Nonresident visitors will expect residents to be Lewis & Clark "experts."
2. More in-state travel among residents could have significant economic benefits.
3. The Bicentennial offers business opportunities for the tourism industry, retailers and manufacturers.
4. Awareness of the Lewis & Clark Expedition will facilitate efforts to preserve the Trail and key sites along it.

All four reasons could have a direct impact on economic growth in Montana. Building awareness about Lewis & Clark is important to help Montanans better understand their history, and in doing so, they will be interested in seeing and preserving their history. With increased awareness, they also can provide a higher quality experience for visitors. If visitors extend their stays, tourism revenues and jobs will result.

Commission and Partners will Coordinate Bicentennial Promotion

The Commission will partner with Travel Montana and Montana's six regional travel organizations to coordinate Bicentennial promotion. They also will coordinate with the National Bicentennial Council on promotional themes and schedules for Montana's Bicentennial events.

Chapter VI: **Promotion**

- ❖ Strategic Markets
- ❖ Supply and Demand
- ❖ Promotion Elements
- ❖ Timing Issues
- ❖ Recommendations
- ❖ Allocation of Resources

Promotional efforts targeting both residents and nonresidents are ongoing, but should continue with increased urgency. Peak Bicentennial years in Montana are likely to be 2005 and 2006 – the actual bicentennial dates of the Expedition. However, the national Commemoration begins on January 18, 2003 at Monticello, Virginia, with enormous fanfare and publicity. National attention and corporate involvement will be focused at that time, and it is important that Montana's programs and promotions are implemented early enough to coincide with the kick-off event.

Supply and Demand Drive Promotion Programming

Promotional strategies are based on supply and demand considerations. The supply side, or Bicentennial "product," includes Montana's segment of the Trail, key sites, supporting amenities and infrastructure, events and organizational capacity. The demand side, or "consumer," includes residents, existing visitors, potential additional visitors, businesses and other stakeholders. Key supply and demand considerations can be summarized as follows:

Supply Considerations:

- ◆ Availability of accommodations: varies widely by region of state
- ◆ Timing of existing/planned events: peak seasons/years vs. off-peak
- ◆ Summer vs. shoulder seasons: off-peak business is needed
- ◆ Corridors vs. travel regions: marketability of corridors requires coordination
- ◆ More visitors vs. longer length of stay (LOS): increased LOS provides higher return on investment

Demand Considerations:

- ◆ According to national research, there is low awareness/interest about Lewis & Clark among the U.S. population:
 - 86% have "heard of" the Expedition, BUT...
 - 74% are not familiar with the Bicentennial
 - Only 6% are "very interested" in visiting Lewis & Clark sites, BUT...
 - Montana is the #1 destination among people who are familiar with the Bicentennial
 - *Increased awareness will lead to increased visitation*
- ◆ 22 other states are competing for consumers' attention about the Bicentennial

Building Awareness
about the
Bicentennial Will
Lead to Increased
Visitation.

- ◆ The Bicentennial will last four loooooonnnnggg years – a marketing challenge in a "sound-bite" culture
- ◆ Other national or international events will compete for consumers' attention: Olympics, elections, natural disasters, political conflicts, etc.
- ◆ Promotions must balance the interests of residents with those of nonresidents
- ◆ Many potential Bicentennial visitors will be first-time visitors; however, repeat visitors are more cost-effective to attract

Key Promotion Elements Target Montanans and Nonresident Markets

Development of a comprehensive Bicentennial marketing plan was beyond the scope of this Master Plan. However, the planning team created a list of key promotional elements, based on their research and discussions with Commission members, Travel Montana and other partners. The promotional elements are divided into two broad categories: promotions targeting Montanans, and promotions targeting nonresidents.

Promotions Targeting Montanans

The goal of promotions targeting Montanans is to build awareness of, interest in, and support for, the Bicentennial. Montanans have expressed a number of concerns about the Bicentennial's impact. Promotional efforts must address those concerns while at the same time encouraging citizens and businesses to recognize the potential benefits of the Commemoration.

Key messages are to encourage Montanans to "explore Lewis & Clark in your backyard" and "enhance local facilities to benefit locals and visitors." Suggested promotional elements targeting Montanans are:

- ◆ General awareness-building:
 - Media relations (press releases, story ideas, event invitations, project updates)
 - "Lewis & Clark Moment" PSA's using print and electronic media
 - School curriculum development, teacher training, field trips
 - Campaign to "visit friends and relatives" in other parts of the state
 - Speakers bureau targeting business organizations and service clubs
 - Commission updates via web site, newsletters and e-mail



White Cliffs, National Wild &
Scenic Missouri River



Lewis & Clark National Historic Trail
Interpretive Center, Great Falls

- ◆ Orientation and interpretation:
 - Strategic orientation sites (rest areas, waysides, visitor centers)
 - Interpretive signs
 - Statewide and regional (corridor) brochures
 - Lewis & Clark 101 customer service training
 - Lewis & Clark in Montana history and guide books
- ◆ Events, projects and activities:
 - Bicentennial festivals, events, reenactments
 - Bicentennial themes at regular annual events
 - Solicitation of non-traditional partners in event planning (athletic teams, employee unions, business trade associations, etc.)
 - Announcement of work parties and fundraisers for site preservation and enhancement
 - Competitions related to the Bicentennial (fun runs, target shooting, boating)
- ◆ Business opportunities:
 - Direct mailing about sponsorship opportunities, national licensing program
 - Information to business trade organizations
 - Results of tourism research related to the Bicentennial

Promotions Targeting Nonresidents

The goals of promotions targeting nonresidents are to encourage repeat visitation, to extend visitors' length of stay and to influence potential first-time travelers to choose Montana as a Bicentennial destination. Key messages are to encourage previous visitors to "come back for the Bicentennial," to tell existing visitors that "there is more to see" or "enjoy Bicentennial fun while you're here," and to encourage potential Lewis & Clark travelers to "tread where they trod, see what they saw." Suggested promotional elements targeting nonresidents are:

- ◆ Orientation and interpretation:
 - Strategic orientation sites (gateway visitor centers and rest areas, waysides)
 - Interpretive signs and destination interpretive centers
 - Statewide brochure: "Lewis & Clark: The Montana Journey"

- Family of seven corridor rack brochures (similar design, distributed statewide, featuring regional Lewis & Clark story/sites, events, towns with amenities, major area attractions)
- Lewis & Clark in Montana history and guide books
- ♦ Travel planning and promotion (emphasize Bicentennial in existing programs):
 - Consumer and trade media advertising (magazine, newspaper, web, etc.)
 - Links to Lewis & Clark web sites (see Appendix I)
 - Montana Travel Planner packet
 - Travel Montana web site (www.visitmt.com) highlighting 7 corridors
 - Trade promotion: travel agents, AAA, motorcoach market
 - Transportation packaging: Amtrak, airlines, tour bus, fly/drive
 - Cross-promotion and packaging: hotels, outfitters, major retailers, car companies, .com's, adventure suppliers, contests, etc.
 - Media relations (travel writers, photographers, etc.)
 - Invite-A-Friend campaign asking Montanans to invite nonresidents
 - International promotion (Rocky Mountain International, etc.)
 - Cooperative promotions with National Bicentennial Council, neighboring Trail states (Idaho, North Dakota, South Dakota)
- ♦ Events and activities:
 - Signature/national events marketed through National Bicentennial Council
 - Montana Bicentennial Calendar of Events (State Travel Planner, web site, etc.)
 - Bicentennial conferences, symposia, etc. promoted in publications targeting Lewis & Clark buffs and historians (*We Proceeded On*, National Council newsletter, state publications, Smithsonian, etc.)
- ♦ Montana products and services:
 - National distribution of Montana products licensed nationally
 - Montana Bicentennial sponsors promoted on web site, events calendar, etc.
 - Montana tour and guide services listed in Travel Planner, web site, etc.

The above list of promotion elements, though not exhaustive, provides some suggestions for Bicentennial planners as they contemplate strategic marketing.



Missouri River at Ft. Benton

Timing of Bicentennial Promotion is Critical

The official Bicentennial years of the Expedition in Montana are 2005-2006; however, state Bicentennial planners need to increase promotional efforts well before then. There are a number of reasons to believe that, strategically, "earlier is better:"

- ◆ The Bicentennial is four loooonnnnggg years!
- ◆ 22 states are promoting – competition will be fierce
- ◆ The Bicentennial kick-off is January 18, 2003 at Monticello, followed by the Expedition "launch" from St. Louis in early 2004 – both events will be well-funded with significant fanfare
- ◆ National sponsors likely will take an "Early In, Early Out" strategy
- ◆ Consumer burn-out is a danger (sound-bite culture - short attention span)
- ◆ Peak season lodging availability already is limited in many areas of Montana – spread the visitation over four years as much as possible

Recommendations for Bicentennial Planners and Promoters

Some implications and recommendations for Montana Bicentennial planners and promoters are the following:

- ◆ Be prepared for increased Bicentennial tourism as early as 2002 (following the Salt Lake Winter Olympics). The 1988 Calgary Winter Olympics sparked significant summer tourism throughout the Pacific and Inland Northwest. The Bicentennial will be promoted during the Salt Lake Games.
- ◆ Schedule some events in 2003 and 2004. National publicity will drive tourism, and many travelers will come early to "beat the rush." They will be disappointed if most events in Montana are scheduled only in 2005/2006.
- ◆ Time promotions to coincide with the national campaign in 2003/2004, and continue promotions through 2005/2006. Early promotion should be image-based to ensure that Montana is "on the map" for the national kick-off. Then the focus should be more event-specific for promotions in 2005/2006.

Gates of the Mountains Boat Trip



- ♦ Plan to address volunteer burn-out through event planning support, professional planning staff and paid reenactors (via donations or admission fees). Volunteers will not last through four years of intensive event productions.
- ♦ Emphasize off-peak seasons where possible (especially April-June, September-October). Expedition dates in Montana include late April through mid-June, and late September. Plan events and activities to coincide with off-peak dates, and encourage residents and heritage/cultural tourists (especially seniors) to travel in off-peak times to avoid heat and crowds.

Suggested Promotion Timing, Allocation of Resources

Based on the observations and implications listed above, the planning team recommends the following as an approximate guideline for timing of promotions and allocation of marketing resources:

<u>Year</u>	<u>Key Event</u>	<u>% of Resources</u>
2002:	Winter Olympics	10%
2003:	Bicentennial Kick-off	35%
2004:	Launch from St. Louis	25%
2005:	Westbound Journey	20%
2006:	Eastbound Journey	10%

Strategically, Montana has many competitive advantages as it prepares for Bicentennial marketing. Travel Montana already has outstanding tourism promotion programs in place, and the state's image is very positive. Among the "Lewis & Clark buffs" who are familiar with the upcoming Bicentennial, Montana is the number one Trail state destination. However, most of the population is unaware of the Bicentennial – including many previous Montana visitors. In order to achieve the highest return on investment of marketing expenditures, promotions must be implemented early, consistently and strategically to attract the numbers and types of Bicentennial visitors most desirable to Montanans.

Notes:

Master Plan Implementation Steps

The first step to begin implementation of this Master Plan is its adoption by the Montana Bicentennial Commission. Once adopted, the Plan should be distributed statewide to build advocacy and endorsement for it among the Regional Bicentennial Commissions, agency partners, tribes, elected officials and others.

The next step is to seek resources (funding and technical assistance) for implementation of the top priority Tier I projects. Appendix J provides a list of local, state, federal, private and nonprofit foundation resources that are specifically or closely related to Bicentennial projects. Each resource is listed with contact information.

The third step is to begin implementation. Some of the strategic actions, such as the development of clear roles and responsibilities among the partners, can be accomplished beginning immediately with very little cost. Other projects require some up-front preparation and team-building before implementation can move forward.

Tables 7.1 and 7.2 on the next two pages list the "Top Priority" Tier I projects (7.1) and "Other" Tier I projects (7.2), with approximate implementation dates (2001-2006) and estimated budgets. Projects were selected for Tier I based on the criteria described in Chapter III. The planning team tried to achieve a balance of projects in all five dimensions of the strategic framework: historic preservation, education and communication, community development, resource management and business development.

The "Year" columns are shaded to indicate an approximate implementation schedule for each project, based on information from the project sponsor, and planning team estimates. The darkness of the shading indicates the intensity of activity necessary during specific years (e.g., light shading is light implementation activity; medium shading is moderate activity; and dark shading is the greatest level of activity needed).

The budget figures (where available) were derived from project proposals submitted by regional planning groups, tribes and agencies, with some additions by the planning team. Some projects are still in the conceptual stage, so budgets have not been specified. Budget feasibility was beyond the scope of the Master Plan contract, so the figures are provided for information only. Prior to Commission endorsement, each project should be evaluated in greater detail related to costs and return on investment.

Chapter VII: Implementation

- ❖ Implementation Steps
- ❖ List of Tier I Projects with Implementation Timeline and Budget

Table 7.1. Top Priority Tier I Projects

		Project Number*	Year						Budget (\$000's)	
			01	02	03	04	05	06	Total Budget	Amt Needed
Commission and Regional Projects										
Travelers' Rest Site Preservation, Interpretive Center	HP-1a, EC-4b							\$ 9,604	\$ 9,150	
Crimson Bluffs Site Preservation (Land Acquisition)	HP-1c							151	150	
Tribal Oral History Preservation Grant Pool	HP-2a							100	100	
Annual Bicentennial Planning Conference	EC-1a							87	87	
Statewide Training for Community Event Planners	EC-1b							100	100	
Lewis & Clark 101 Superhost Frontliner Training	EC-1c							n/a	n/a	
Training Manual & Workshops for First Person Reenactors	EC-1e							10	10	
"Lewis & Clark Moment" Public Service Announcements	EC-1f							n/a	n/a	
Gateway Lewis & Clark Bicentennial Displays	EC-2a							n/a	n/a	
Statewide Interpretive Sign Funding Pool	EC-3a							500	500	
Conduct Statewide Assessment of Community Infrastructure	CD-1							100	100	
Obtain Funding for Local/Tribal Bicentennial Planning Groups	CD-2							n/a	n/a	
Major Event Proposals (Marias-Great Falls, Headwaters, L. Yellowstone)	CD-3a-c							n/a	n/a	
Games of the Past: Traditional Play at the Time of Lewis & Clark	CD-3e							68	68	
Statewide Safety/EMS Assessment and Plan	RM-1a							100	100	
Bicentennial Tourism and Visitor Assessment Studies	BD-1							273	273	
Community Tourism Assessments	BD-2							n/a	n/a	
Business Assistance via Workshops, Loans and Counseling	BD-3							n/a	n/a	
National Product Licensing	BD-4							n/a	n/a	
Statewide Sponsorship Opportunity Program	BD-5							n/a	n/a	
State/ Federal Agency Projects										
Pompeys Pillar Interpretive Center	EC-4a							\$ 9,400	\$ 7,400	
MHS State Lewis & Clark Exhibit	EC-4c							500	500	
Lewis & Clark National Historic Trail Interpretive Center Improvements	EC-4d							2,900	2,900	
NPS Corps II Traveling Park and Classroom	CD-3d							3,300	3,300	
USFS, FWP, BLM, BOR, MHS Agency Temporary Staffing	RM-2a-e							3,055	3,055	
State Parks Resource Assessments, Capital Improvements, Visitor Services	RM-3a							4,705	4,190	
USFS Lemhi Pass Management	RM-3b							795	795	
BLM James Kipp Recreation Area Infrastructure Improvements	RM-3c							255	255	
BLM Temporary and Volunteer Host Facilities	RM-3d							180	180	
TOTALS:								\$ 36,183	\$ 33,213	

*Key to Codes:

HP = Historic Preservation, EC = Education & Communication, CD = Community Development, RM = Resource Management, BD = Business Development

Table 7.2. Other Tier I Projects

Table 7.2. Other Tier I Projects	Project Number*	Year						Budget (\$000's)	
		01	02	03	04	05	06	Total Budget	Amt Needed
Commission and Regional Projects									
Camp Disappointment Monument Renovation	HP-1b							\$ 12	\$ 8
Fort Benton Reconstruction	HP-1f							1,928	1,200
Archeological Discovery of Selected Lewis & Clark Expedition Campsites	HP-2b							405	405
"Confluence of Cultures" Symposium	EC-1d							50	50
Golden Triangle Visitor Site	EC-2b							170	160
Sidney Visitor Center	EC-2c							25	25
Ravalli County Museum Exhibit, Diorama & Mural	EC-4e							93	50
Three Forks Interpretive Center, Trails & Amphitheater	EC-4f							64	37
Yellowstone County Museum	EC-4g							17	9
Museum of the Plains Indian	EC-4h							50	50
Headwaters State Park Living History Reenactment	CD-3f							30	30
Whitehall Amphitheater and Lewis & Clark Drama	CD-3h							302	200
Fort Peck Tribes Reenactments on the Missouri River	CD-3i							36	36
Fort Belknap Tribes Reenactment at James Kipp Park	CD-3j							26	21
Crow Tribe Participation in Clark Day at Pompeys Pillar	CD-3k							5	5
Clark's Yellowstone River Camps Reenactment and Permanent Displays	CD-3l							32	16
Forsyth Amphitheater & Mural	CD-3m							200	200
State/ Federal Agency Projects									
USFS Heritage Monitoring & Protection	HP-1d							\$ 850	\$ 850
FWP Bicentennial Lasting Lands Legacy	HP-1e							4,000	4,000
USFS Historic/PaleoLandscape Ecosystem Studies, Geoarcheology Surveys	HP-2c							125	125
BLM Upper Missouri River Breaks Cultural/Heritage Assessment	HP-2d							100	100
USFS Lolo Pass Rest Area & Visitor Center Displays & Staffing	EC-2d							465	465
USFW Fort Peck Dam Interpretive Center Wildlife Exhibit	EC-4i							455	455
BOR Camp Fortunate Living History Encampment & Reenactment	CD-3g							60	60
USFS Event Management and Emergency Services	RM-1b							540	540
BLM Emergency Planning – Headwaters Corridor	RM-1c							180	180
BLM Floater Information and Communication for the Upper Missouri River	RM-1d							90	90
TOTALS:								\$ 10,310	\$ 9,366

*Key to Codes:

HP = Historic Preservation, EC = Education & Communication, CD = Community Development, RM = Resource Management, BD = Business Development

Notes:

Resources are Essential for Implementation

Montanans around the state are working hard to prepare for the Bicentennial in critical ways. Community infrastructure and services, beautification, outdoor amphitheaters, site preservation, reenactments, public safety projects and many other projects are well under way. However, as depicted in the previous chapter, more than \$30 million has been requested for "top priority" Tier I projects alone. Another \$9 million is needed for "other" Tier I projects, and an additional \$30 million is estimated to accomplish Tier II projects. In a world of limited resources, it is unlikely that \$60-\$70 million will be found to complete all proposed projects. So prioritization is essential.

In order to maximize the potential resources that are available, Bicentennial fundraising must be approached strategically. There are six key resources from which funding and other assistance will be sought:

- ◆ Business and corporate sponsors
- ◆ Foundations and grants (private, federal and state)
- ◆ Montana Legislature
- ◆ Congress
- ◆ National licensing and sponsorship program (led by National Council)
- ◆ Special fundraising projects

Each of these potential resources will be discussed briefly in this section. In order to be successful in obtaining funding from any of the above sources, it is important to understand the factors that motivate their giving. Each has unique motives, or needs, and those needs must be met for a funding transaction to take place.

Business and Corporate Sponsors

The fastest and cleanest way to raise funds quickly is from the private sector. Very little paperwork is required (in general), and long-term relationships can be established without a lot of bureaucracy or fuss. The key is to remember that business sponsorships are marketing investments – not charitable donations. The funding arrangement is a business transaction, and should be approached, negotiated and handled as such. Businesses expect something in return for their investment, whether it

Chapter VIII: **Fundraising**

- ❖ Business Sponsors
- ❖ Grants
- ❖ Legislature
- ❖ Congress
- ❖ Special Projects
- ❖ Resource Allocation

is direct product sales, advertising, customer mail lists, public relations, event tickets, media exposure or a combination.

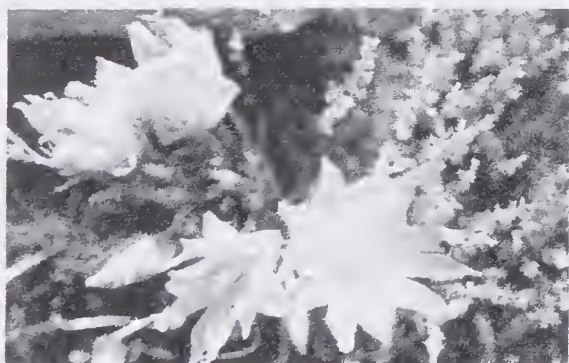
Bicentennial project sponsors need to evaluate their projects to determine what marketable qualities, or assets, those projects produce, and how those assets might be packaged and sold to potential sponsors. Since each sponsor is different, some research is needed to determine the types of projects or events they tend to support. If businesses are provided appropriate recognition and marketing benefits, many will welcome the opportunity to become an "official sponsor" of a Bicentennial event or project.

In July 2000, a two-page Business Opinion Questionnaire about the Bicentennial was mailed to 107 top businesses in Montana under the signature of Governor Racicot. The results revealed that a significant number of businesses are committed to ensuring the success of the Commemoration. Business owners and CEO's indicated a willingness to support the Bicentennial both financially and through in-kind services.

While the majority of business survey respondents indicated a desire to participate in a successful Commemoration, only a fraction of them expressed willingness to commit more than \$10,000. To increase that amount, businesses must be convinced of the return on investment – that to invest in the Bicentennial is a competitive investment against other ways that those marketing dollars might be spent.

Foundations and Grants

America's healthy economy has fueled unprecedented levels of money flowing into private foundation coffers. In many ways, the prospects of Bicentennial funding from foundations and grants is much brighter than federal or state appropriations (although those avenues should be pursued as well). Fundraising in this manner requires some grant making skills (research, persuasive writing, follow-up, etc.), the payoff can be well worth the investment. Foundations often seek "prototype" or highly visible projects (from educational projects to health care to historic preservation) so that their names and contributions are well-known. Unlike business sponsors, foundations and grants often do not have flexibility in timing – many offer grant applications and financial awards only annually or a few times a year. Appendix J lists many potential resources for funding and technical assistance.



Bitterroot Flower

Montana Legislature

The Montana State Legislature authorized the Montana Lewis & Clark Bicentennial Commission in 1997. The Commission receives operational funding through annual grants from Travel Montana using Accommodations Tax Revenues. Ongoing funding should be sought for specific programs that benefit a broad spectrum of citizens, businesses and projects. Examples are the Commission's grant program, public safety/EMS assessments and upgrades, community infrastructure assessment, and land acquisition to preserve endangered Lewis & Clark sites. A bill will be introduced in the 2001 session for a Bicentennial license plate, and the revenues will benefit both statewide and local projects and programming. Besides direct support to the Commission and Historical Society, the Legislature has supported Bicentennial funding through Travel Montana, the Department of Transportation, the Department of Fish, Wildlife & Parks, and others. Specific appropriations also might be sought for key infrastructure and safety-related programming.

Congress

Through the National Lewis & Clark Bicentennial Council, and strong working relationships with state congressional representatives, projects and needs in Montana have been presented to Congress. The Commission and Executive Director should continue to strengthen these relationships, providing information as requested and providing input on policy:

- ◆ Inform re. strategic policy decisions
- ◆ Request support of state/national strategy
- ◆ Encourage increased agency budgets (seasonal staff, assessments, facilities)
- ◆ Fund agency re-grant programs for communities
- ◆ Direct appropriations for projects



Clark's Lookout State Park



Lewis & Clark at Three Forks –
E.S. Paxson

Courtesy of
Montana Historical Society

National Licensing and Sponsorship Program

The National Lewis & Clark Bicentennial Council is negotiating with a national marketing firm to develop and manage a national product licensing and sponsorship program. The Montana Commission and planning team have actively sought to ensure that a portion of the revenue raised from licensing fees and sponsorships will be distributed to the Trail states for Bicentennial projects. The Commission also will actively encourage Montana businesses and event planners to take advantage of the national programs if desired.

Special Fundraising Projects

The magnitude and visibility of the Commemoration provides fertile ground for creative entrepreneurs to develop unique products or fundraising ideas. If these individuals desire the Commission's endorsement, or they wish to be a sponsor of the Bicentennial in Montana, the Commission will welcome the opportunity to consider proposals. Proposals will be evaluated based on the criteria defined in Chapter III, and each will be handled on an individual basis.

Resource Allocation to Tiered System

In the near term, most Bicentennial preparation and resources will be focused on high priority Tier I projects that have statewide or national significance, and provide lasting legacies for Montanans. However, as the top priority projects are completed, more resources will be available to support Tier II and III projects. The planning team envisions an allocation of resources to the three tiers over the next few years as follows:

		Year		
		<u>00-03</u>	<u>03-04</u>	<u>05-06</u>
Tier I:	Proactive	75%	50%	35%
Tier II:	Responsive	20%	30%	35%
Tier III:	Opportunistic	5%	20%	30%

Appendices:

(All Submitted Separately)

- A: Bicentennial Tier I Project List
- B: Bicentennial Tier II Project List
- C: Historic Preservation Projects
- D: Education & Communication Projects
- E: Community Development Projects
- F: Resource Management Projects
- G: Business Development Projects
- H: Endorsement Guidelines
- I: Lewis & Clark Web Sites
- J: Potential Resources
- K: Business Survey
- L: Commission Enabling Legislation

MONTANA LEWIS & CLARK BICENTENNIAL PROJECTS

EXPLANATION OF SPREADSHEET FIELDS

This cover sheet provides a key to the codes and abbreviations used on the Montana L&C Bicentennial project spreadsheets. Explanations of each column read from left to right across the spreadsheets.

Column 1 – "CAT CODE": Project Category Codes

Each project or idea is coded by type. Category codes were defined by The Hingston Roach Group, Inc., as follows:

Attractions:

A-CULTUR Cultural Facilities (arts, heritage, incl. amphitheaters, stages, camps, museums)
A-SIGNS Interpretive Signs, Kiosks, Exhibits, Displays
A-VIC Visitor and Interpretive Centers

Entertainment:

E-EVENTS Events (performances; competitions; festivals; celebrations, reenactments)
E-TOURS Ongoing Tours & Activities

Infrastructure:

I-RESTRM Restrooms/Waste Management
I-PARKS Parks, Parking, RV/Campgrounds, Boat Facilities, Landscaping
I-TRAILS Trails and Pathways
I-ROADS Roads, Highways, Bridges, Transit
I-RESRC Resource Protection (cultural, natural, incl. monuments, archeology, sites)

Organization/Planning/Research:

O-ORGZN Organization Development, Partnerships, Staffing
O-PLAN Strategic Planning
O-ASSESS Assessment/Research

Promotion/PR/Education:

P-EDU Educational programs (classes, seminars, training, traveling trunks, etc.)
P-PROMO Promotion (media, brochures/maps, web sites, banners, calendars, commemorative items)

Column 2 – "STRAT CAT": Category of 5-point Master Plan Strategic Framework

Column 3 – "NAME": Project/Idea Name (from community templates, agencies, tribes)

Column 4 – "2000 RANK": Project Rank

Based on scoring of "92 Projects" by Commission. Roman numerals indicate internal prioritizations of agency/tribal projects (which were not ranked by the Commission).

Column 5 – "2000 PROJECT #": Project numbers. 2-digits

"92 Projects" numbers are 2-digits. Agency and Tribal projects are 2-digits preceded by an appropriate acronym ("T": Tribal; "BLM": Bureau of Land Management; "MHS": Montana Historical Society, etc.)

Column 6 – "CORR": Corridor (as defined in presentation to Commission by Planning Team)

The corridor codes are as follows: BR – Bitterroot; GF – Great Falls; MR – Missouri River; HW - Headwaters; YS – Yellowstone; S – Statewide. The lower case letter "n" indicates "near" the corridor.

Column 7 – "COUNTY": County(s) Where Project is Located

This column specifies the location of the project, if known (county, multiple counties, or statewide).

Column 8 – "LOCATION DETAIL": Specific Location of Project, if Known

The planning team used information provided on the project templates, or in some cases, in the project name, for this field.

Column 9 – "LEAD": Organization that is Taking the Lead/Sponsoring on the Project

Column 10 – "PARTNERS": Organizations that are Participating in or Supporting the Project

Many projects are partnerships between several organizations at the local, county, regional, state and federal level. The organization names or acronyms in these two columns identify who the lead organization and partners are. The key to acronyms used by the planning team are as follows:

BDG – Bonner Development Group
Biz – Private Business or Corporation
BLM – U.S. Bureau of Land Management
BOR – U.S. Bureau of Reclamation
CC – Local Chamber of Commerce
City – Local City (Council or Department)
Co – Local County (Commission or Department)
COE – U.S. Army Corps of Engineers
EDC – Local/Regional Economic Development Council
EPA – U.S. Environmental Protection Agency
MFWP – Montana Dept. of Fish, Wildlife & Parks
MHS – Montana Historical Society

HUD – U.S. Dept. of Housing & Urban Development
ITD – Idaho Dept of Transportatn (partner at Lolo/Lost Trail)
L&C – Local/Regional Lewis & Clark Chapter/Commission
MDT – Montana Dept. of Transportation
NPS – U.S. National Park Service
OPG – Missoula Co. Office of Planning & Grants
Tribe – Native American Tribe
Unspec – Unspecified Local, State or Federal Agency
USFS – U.S. Forest Service
USFW – U.S. Fish & Wildlife Service
Vol – Local/Regional Volunteer Organizations

Columns 11-19 – "BUDGET": Estimated Total Project Budget, if Known

Budget information submitted by the project sponsors. Costs are shown in \$000's. Column 11, "TTL BDGT", represents the estimated project budget from all sources (local, county, state, federal, tribal, etc.), including inkind contributions where specified. Column 12, "AMT NEEDED" is the amount of money being requested. Columns 13 – 19 represent the amount needed per year (in \$000's).

Montana Bicentennial Tier I Project List

as of September 30, 2000

STRAT		2000	2000						TOTAL	AMT	AMOUNT NEEDED PER YEAR (\$000's)						
CAT	NAME	RANK	PROJ #	CORR	COUNTY	LOCATION DETAIL	LEAD	PARTNERS	BDGT	NEED	2000	2001	2002	2003	2004	2005	2006
CD	Reenactment & Display: Clark's Yellowstone River Camp	10	1	PP	Stillwater	Columbus (Itch Kep Pe Park), Park City	L&C Stillwater Co.	City	32.0	16.0	5.0	6.0	1.0	1.0	1.0	1.0	1.0
HP	Archaeology: Travelers' Rest Campsite	5	2	BR	Missoula	Travelers' Rest Campsite	Missoula OPG	NPS, HUD, Vol,	300.0	200.0	100.0	100.0					
HP	Land Acquisition: Travelers' Rest Campsite	21	3	BR	Missoula	Travelers' Rest Campsite	Missoula OPG	HUD, Co, OPG,	2,354.0	2,100.0	1,050.0	1,050.0					
ED	Travelers' Rest Interp Center - B	20	4	BR	Missoula	Travelers' Rest Campsite	Missoula OPG	HUD, Co, OPG,	6,950.0	6,850.0	4,125.0	2,875.0	750.0				
RM	Travelers' Rest Feasibility Study for Interp Facility - A		4	BR	Missoula	Travelers' Rest	Missoula OPG	HUD, Co, OPG,	50.0	50.0		50.0					
ED	Museum Display in Corps of Discovery Room	15	11	BR	Ravalli	Hamilton: Ravalli Co. Museum	Bitterroot Vly Histor	Vol, Co, L&C	93.0	50.0	22.0	28.0					
ED	Visitor Center: Pompey's Pillar National Historic Landmark	6	16	PP	Yellowstone	Pompeys Pillar	Pompey's Pillar Hist	BLM, Vol, USFS	2,000.0	2,000.0							
ED	Museum: Lewis and Clark Fur Trading Post - A	8	27	PP	Yellowstone	Billings-Yellowstone Co. Museum	Yellowstone Co. Museum		17.0	8.5	8.5						
ED	Interpretive Center & Park: Three Forks	24	28	HW	Gallatin	Three Forks: Headwaters City Park	Three Forks CoC &	Biz, Vol,	64.0	37.0	3.0	20.0	6.0	1.5	1.5	2.5	2.5
CD	Reenactment at Headwaters State Park	25	29	HW	Gallatin	Three Forks: Headwaters State Park	Museum of the Rock	MFWP	30.0	30.0				30.0			
HP	Archaeology Discovery of Lewis & Clark Exp. Campsites	40	31	S	Statewide	MT, ID, OR, WA	Museum of the Rock	Nat'l Geog. Soc.	405.0	405.0	57.9	57.9	57.9	57.9	57.9	57.9	57.6
CD	Theater: Outdoor Amphitheater & L&C Drama	35	44	HW	Jefferson	Whitehall: 7 mi. E, adjacent to Hwy 9	Whitehall CC, Jeffer	City, Biz, Vol, US	302.0	200.0	150.0	50.0					
HP	Land Acquisition/Protection	9	53	HW	Broadwater	Crimson Bluffs	Crimson Bluffs Chap	Co, City, Vol, US	151.0	150.0		150.0					
CD	Amphitheater & Mural: Clark Among the Rosebuds	72	67	LY	Rosebud	Forsyth: Rvrside Park	Forsyth CC, Rosebud	Co, City, Vol, US	200.0	200.0							
ED	Visitor Center in Sidney	78	68	LY	Richland	Sidney C/C, Hwys 16 & 200	Lower Yellowstone	City, Co	25.0	25.0							
HP	Reconstruction-Interpretation of Fur Trade: Fort Benton	2	71	GF	Chouteau	Fort Benton	Fort Benton Restorat	City, Vol, USFS	1,928.0	1,200.0	125.0	615.0	460.0				
ED	Books & Workshop Training for First Person Reenactors*	27	74	GF	Cascade	Great Falls & Nationally	Portage Rt Chapter,	L&C, Vol, MFW	10.0	10.0							
CD	Reenactment: Living Historical Interpretation of Portage - A	32	79	GF	Cascade	Great Falls & Vicinity	Honor Guard;Portage	L&C, City, Co, M	12.5	12.5							
ED	Visitor Contact Station -- Golden Triangle Area	11	91	BF	Glacier, Pondera,	Glacier, Pondera or Teton Co.	Golden Triangle Tri-	Co, City, Biz, ED	170.0	160.0		10.0	150.0				
HP	Renovation of Camp Disappointment Monument	7	92	BF	Glacier	Glacier Co.	Golden Triangle Tri-	Vol, Co, City, Biz	11.5	7.5	7.5						
ED	Museum of the Plains Indians		BIA01	BF	Glacier	Browning, US hws 2 & 89W	BIA	Blackfeet Tribe	50.4	50.4							
HP	Oral History Program: 4 Tribal Colleges		BIA02	S	Statewide	Tribal Colleges	BIA	Tribal Colleges	200.0	200.0							
ED	Visitor Center: Pompeys Pillar		BLM01	PP	Yellowstone	Pompeys Pillar, Billings, Yellowstone	BLM	PPHA,	5,900.0	3,900.0		3,900.0					
RM	Communications: Upgrade on Upper Missouri	I	BLM02A	GF	Fergus? Other?	Lewistown, Upper Missouri	BLM	Unspec, Tribe, Bi	30.0	30.0				30.0			
RM	Temp Facilities on Upper Missouri	II	BLM02B	GF	Fergus? Other?	Lewistown, Upper Missouri	BLM	Unspec, Tribe, Bi	120.0	120.0				30.0	30.0	30.0	30.0
RM	Guides (float), Safety Messages on Upper Missouri	I	BLM02C	GF	Fergus? Other?	Lewistown, Upper Missouri	BLM	Unspec, Tribe, Bi	60.0	60.0			20.0	20.0		20.0	
RM	Volunteer Host Facilities on Upper Missouri	II	BLM02D	GF	Fergus? Other?	Lewistown, Upper Missouri	BLM	Unspec, Tribe, Bi	60.0	60.0			60.0				
HP	Assessment: Cultural/Heritage on Upper Missouri	II	BLM02F	GF	Fergus? Other?	Lewistown, Upper Missouri	BLM	Unspec, Tribe, Bi	100.0	100.0				100.0			
RM	Staff: Riverwide - On Site Interp & Caretakers	I	BLM02H	GF	Fergus? Other?	Lewistown, Upper Missouri	BLM	Unspec, Tribe, Bi	580.0	580.0		40.0	40.0	125.0	125.0	125.0	125.0
RM	Site Preparation, Interp Trail: James Kipp Recreation Area	I	BLM02M	MB	Fergus	Lewistown, Upper Missouri	BLM	Unspec, Tribe, Bi	255.0	255.0			200.0	40.0			15.0
RM	Staff: On Site Interp & Caretakers	II	BLM03J	BF	Missoula?	Missoula, Blackfoot	BLM	Unspec, Tribe, Bi	225.0	225.0			25.0	50.0	50.0	50.0	50.0
RM	Emergency Contingency Planning & Implementation	I	BLM04C	HW	Beaverhead?	Dillon, Headwaters	BLM	Unspec, Tribe, Bi	180.0	180.0		50.0	50.0	20.0	20.0	20.0	20.0
RM	Staff: Headwaters - On Site Interp & Caretakers	II	BLM04E	HW	Beaverhead?	Dillon, Headwaters	BLM	Unspec, Tribe, Bi	150.0	150.0			30.0	30.0	30.0	30.0	30.0
CD	Camp Fortunate Living History Reenactment	I	BOR03	HW	Beaverhead	Clark Canyon Reservoir	BOR	Shoshone-Bannoc	60.0	60.0		10.0	10.0	10.0	10.0	10.0	10.0
RM	Staff: Interpreters (2), seasonal	I	BOR08	HW	Broadwater	Clark Canyon & surrounding commun	BOR		270.0	270.0		40.0	40.0	40.0	50.0	50.0	50.0
ED	LCNHT Interpretive Center	1	FS01	GF	Cascade	Great Falls: LCNHT Interp. Ctr	USFS: Great Falls	City	2,900.0	2,900.0		400.0	1,000.0	600.0	400.0	300.0	200.0
ED	Visitor Center: Lolo Pass	1	FS02	BR	Missoula	Lolo	USFS		465.0	465.0		35.0	55.0	120.0	85.0	85.0	85.0
RM	Lemhi Pass: facilities, road, staff, interpretation	1	FS03	HW	Beaverhead	Beaverhead-Deerlodge NF	USFS: Beaverhead-D	City	795.0	795.0		250.0	120.0	85.0	100.0	120.0	120.0
HP	Historic Preservation: Heritage Monitoring & Protection	1	FS09	S	Statewide	Statewide	USFS		850.0	850.0		250.0	200.0	100.0	100.0	100.0	100.0
RM	Resource Mgmt: Event Mgmt & EMS	1	FS10	S	Statewide	Statewide	USFS		540.0	540.0		10.0	10.0	70.0	150.0	150.0	150.0
ED	Staff: On Site Interp & Caretakers	2	FS12	S	Statewide	Statewide	USFS		250.0	250.0			50.0	50.0	50.0	50.0	50.0
HP	Historic Preservation: Historic Landscape/Geoarcheology Stu	2	FS13	S	Statewide	Statewide	USFS		125.0	125.0			75.0	50.0			
RM	Staff/Personnel	1	FWP01	S	Statewide	Statewide	MFWP		1,400.0	1,400.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0
RM	Assessment (Resource)/Interpretive Plans: L&C Sites	1	FWP02	S	Statewide	L&C sites in FWP ownership	MFWP		155.0	140.0	30.0	50.0	30.0	30.0			
RM	Capital Improvements at L&C sites	1	FWP03	S	Statewide	Key State Parks	MFWP		3,800.0	3,300.0		1,100.0	1,100.0	1,100.0			
RM	Visitor Services & Temp Facilities: Promo, Edn Programs	1	FWP04	S	Statewide	5 primary sites, 25 secondary sites	MFWP		750.0	750.0		325.0	85.0	85.0	85.0	85.0	85.0
HP	Legacy Project: L&C Site Acquisition	1	FWP05	S	Statewide	Statewide	MFWP		4,000.0	4,000.0		666.7	666.7	666.7	666.7	666.7	666.5
BD	Impact of L&C Bicentennial	1	ITR01	S	Statewide	Statewide	ITRR		200.0	200.0				50.0	50.0	50.0	50.0
BD	Study: National Interest & Awareness	2	ITR02	S	Statewide	Statewide	ITRR		25.0	25.0			25.0				
BD	Assessment: In-State Visitor	3	ITR03	S	Statewide	Statewide	ITRR		48.0	48.0			24.0	24.0			

Montana Bicentennial Tier I Project List
as of September 30, 2000

STRAT		2000	2000						TOTAL	AMT	AMOUNT NEEDED PER YEAR (\$000's)						
CAT	NAME	RANK	PROJ #	CORR	COUNTY	LOCATION DETAIL	LEAD	PARTNERS	BDGT	NEED	2000	2001	2002	2003	2004	2005	2006
RM	Funding for Local/Tribal Bicentennial Planning Groups		LCBC01	S	Statewide	Statewide	MTLCBC	MDT, local/tribal	??								
ED	Statewide Interp Sign Program		LCBC02	S	Statewide	Statewide	MTLCBC	Local L&C Grps,	500.0	500.0		500.0					
ED	Training: Planning Community Events		LCBC03	S	Statewide	Statewide	MTLCBC		25.0	25.0		25.0					
BD	Community Infrastructure Assessment		LCBC04	S	Statewide	Statewide	MTLCBC	City, Co	100.0	100.0		100.0					
ED	L&C 101 Training Program		LCBC05	S	Statewide	Statewide	MT Superhost - FVC	Travel MT, MLC	??								
ED	L&C Annual Planning Conference: (Oct. 5-6, 2000)		LCBC06	S	Statewide	Statewide	MTLCBC		87.0	87.0	12.0	15.0	20.0	20.0	20.0		
ED	L&C Symposium: "A Confluence of Cultures"		LCBC07	S	Statewide	Statewide	MTLCBC	Carroll Coll, Trib	50.0	50.0		50.0					
BD	Sponsor Community Tourism Assessments		LCBC08	S	Statewide	Statewide	Travel MT	MSU, ITRR									
BD	Support Bsns Assistance (Workshops, Loans, Counseling)		LCBC09	S	Statewide	Statewide	MTLCBC										
BD	Encourage National Product Licensing		LCBC10	S	Statewide	Statewide	MTLCBC, NBC/CMG										
BD	Implement Statewide Sponsorship Opportunities Program		LCBC11	S	Statewide	Statewide	MTLCBC										
ED	"Lewis & Clark Moment" Public Service Announcements		LCBC13	S	Statewide	Statewide	MTLCBC										
ED	Gateway Lewis & Clark Bicentennial Days		LCBC14	S	Statewide	Statewide	MTLCBC										
RM	Statewide Safety/EMS Assessment and Plan		LCBC15	S	Statewide	Statewide	MTLCBC		100.0	100.0							
ED	Visitor Center/Rest Area: Pompeys Pillar		MDT04	PP	Yellowstone	Pompeys Pillar	MDT	BLM	1,500.0	1,500.0	750.0	750.0					
ED	Exhibit: L&C at State Historical Museum		MHS01	HW	Lewis & Clark	Helena-MHS	MHS	State	500.0	500.0				500.0			
ED	Funding & FTF: L&C Historian		MHS02	S	Statewide	Statewide	MHS	MTLCBC	180.0	180.0				45.0	45.0	45.0	45.0
ED	Corps II Traveling Park	1	NP01	S	Statewide	Statewide	NPS		3,300.0	3,300.0				825.0	825.0	825.0	825.0
CD	Festival at the Headwaters Major Event		SA01	HW	Gallatin, Beaverh	Headwaters Region	MSU	LCTHF, FWP, Cit	??	??							?
CD	Discovering the Big Sky Major Event		SA02	GF	Chouteau, Cascad	Central Montana	City of Great Falls	LCTHF, Tribe, U	??	??							?
CD	Clark on the Yellowstone Major Event		SA03	LY	Yellowstone & 10	Livingston to ND Border	Yellowstone Co. L&	Co, City, PPHA,	??	??							?
CD	Reenactment at James Kipp Park - Ft. Belknap Tribes		T02	MB	Fergus, Phillips	James Kipp Park, Missouri Rvr, CMR	Fort Belknap Tribes	Tribe, Vol, City,	26.0	20.5	2.5	5.5	2.5	2.5	2.5	2.5	2.5
CD	Games of the Past: Traditional Play at the Time of L&C		T07	S	Statewide	All 7 MT Indian Res.	Int'l Traditional Gam	Tribe, Canadian T	68.0	68.0		68.0					
HP	Oral History of Blackfeet Tribe - 1803-1806		T08	BF	Glacier	Blackfeet Res., Glacier Co.	Blackfeet Tribe	Tribe, tribal colle	30.0	15.0		5.0	5.0	5.0			
HP	Oral History (documenting) of Tribes at Ft. Belknap		T10	MB	Fergus, Phillips	Fort Belknap Res.	Fort Belknap Tribes		15.0	15.0		5.0	5.0	5.0			
HP	Oral History (Ft. Peck)		T12	MB	Roosevelt, Valley	Fort Peck Res.	Fort Peck Assiniboine Tribe										
CD	Reenactments: Missouri River Camp (Ft. Peck)		T18	MB	Daniels, Valley, R	Missouri Rvr	Fort Peck Assiniboin	Tribe, Unspec	36.0	36.0				36.0			
HP	Oral History: N. Cheyenne		T20	LY	Rosebud, Bighorn	N. Cheyenne Res.	N. Cheyenne Tribe										
HP	Oral History: Crow		T24	LY	Bighorn	Crow Res.	Crow Res.										
CD	Crow Participation in Clark Day at Pompeys Pillar		T26	PP	Bighorn, Yellowst	Crow Res.	Crow Res.	Clark's Day Grou	5.0	5.0		5.0					
ED	Exhibit: Interagency Interpretive Center - Ft. Peck	1	USFW01	MB	Valley	Ft. Peck, C.M. Russell Nat'l Wildlife	USFWS	? Other Agencies	455.0	455.0		455.0					
	Totals:								\$46,165.4	\$42,696.4	\$8,648.4	\$15,863.1	\$7,575.1	\$7,257.6	\$5,158.6	\$5,080.6	\$4,976.1
*Key to Codes:																	
HP = Historic Preservation, EC = Education & Communication, CD = Community Development, RM = Resource Management, BD = Business Development																	

Montana Bicentennial Tier II Project List
as of September 30, 2000

TRAT CAT	NAME	2000 RANK	2000 PROJ #	CORR	COUNTY	LOCATION DETAIL	LEAD	PARTNERS	TOTAL BDGT	AMT NEED	AMOUNT NEEDED PER YEAR (\$000's)						
											2000	2001	2002	2003	2004	2005	2006
BD	Web: Lost Trail Pass to Lolo Pass	63	5	BR	Missoula, Rava	Lolo, MT	VIA's Multimedia Produc	MT L&CBC, U	250.0	150.0	100.0	50.0					
ED	Interpretive Project: Pavilion	28	6	BR	Missoula	Milltown: Kim Williams Rec	BDG	EDC, Biz, City,	90.0	20.0	20.0						
CD	Amphitheater: Stephensville	61	8	BR	Ravalli	Stephensville	Bitterroot Vly L&C Cte	CC, CO, vol, Tr	3,307.0	3,000.0			3,000.0				
RM	Pathways at site devlpmt of Camp Creek - B	26	12	BR	Ravalli	Sula (near)	Bitterroot Vly Hist. Soc	Vol, Biz, MDT	105.0	80.0		80.0					
CD	Planning for Park County	66	13	PP	Park	Livingston, Park Co.	Park Co., MT	USFS	10.0	5.0	5.0						
CD	Mural	55	15	GF	Hill	Havre	Havre Chamber Tsm Cte	City, Vol	15.0	15.0		15.0					
CD	Restroom & Signs: Yellowstone Rvr Edge, 5 Mi. Clark Campsite	62	17	PP	Yellowstone	Billings: Five mi. Clark Cam	Yellowstone Rvr Parks A	City, Vol	50.0	50.0							
ED	Educational/Interpretive Products: Pompey's Pillar - A	31	18	PP	Yellowstone	Yellowstone Corridor	Pompey's Pillar Historica	L&C, Vol, City	10.0	10.0							
ED	Brochure & Signs: Yellowstone Rvr Cor. Non-resident Travel Info	71	19	PP	Yellowstone	Yellowstone Rvr Corridor	Billings Area CC	CC, Biz, MDT	118.0	118.0		10.0	100.0	8.0			
ED	Cultural Tourism Activities/Programs for Yellowstone Rvr Cor.	52	20	PP	Yellowstone	Billings	Western Heritage Ctr	NPS, Biz, Vol	159.0	159.0	89.0			30.0	15.0	15.0	10.0
ED	L&C Come Alive for Adults Over 55	60	23	PP	Yellowstone	Billings: Rocky Mtn College	Rocky Mtn College		21.5	21.5							
ED	Film: Pompeys Pillar Interpretive Center	19	24	PP	Yellowstone	Pompey Pillar Interp Ctr	Pompey's Pillar Historica	BLM, Uof MT,	100.0	25.0	5.0	20.0					
ED	Brochure: Discover Pompeys Pillar	58	25	PP	Yellowstone	Billings	L&C Trail Heritage Fndt	MT Power Co,	8.5	3.8	3.8						
ED	Brochure/discs: Lewis and Clark Fur Trading Post - B	8	27	PP	Yellowstone	Yellowstone Co. Museum	Yellowstone Co. Museum		3.0	1.5	1.5						
ED	Museum of the Rockies Traveling Exhibit 'Logistics'	48	30	S	Statewide?	Various Museums	Museum of the Rockies	City, Biz, Vol	3,450.0	100.0		100.0					
CD	L&C Bicentennial Board	80	32	HW	Gallatin	Bozeman	Gallatin Vly L&C Bic. B	Vol,	324.5	149.5	18.5	18.5	21.8	21.8	21.8	23.6	23.6
CD	Quilt: Lewis & Clark	69	33	HW	Gallatin	Bozeman & Three Forks Mu	Quilting in the Country,	Vol, Museum o	6.7	3.5							3.5
ED	Exhibit, Contruction & Demonstration of L&C Air Gun	57	34	HW	Gallatin	Bozeman: Headwaters Park	Vowell Rifle Barrel Mak	Vol,	16.5	5.5		0.1	0.1	2.5	0.6	1.0	1.0
ED	Institute: Missouri River Teacher Leadership	50	35	HW	Gallatin	Bozeman: MT State Univ.	The Watercourse & Int'l	MT State Unive	250.0	75.0			75.0				
CD	Sculpture at Riverside Park Trail	73	36	HW	Madison	Twin Bridges: Rvrside Park	Twin Bridges	City, L&C	100.0	99.2	50.0	49.2					
HP	Site: Jackson Hot Springs Trail/Fencing	38	40	HW	Beaverhead	Jackson Hot Springs	Beaverhead Co., Jackson	Co, City, USFS	32.4	24.7		24.7					
CD	Land Acquisition/Engineering for Parking Lot	86	41	HW	Beaverhead	Dillon: MT Street	Beaverhead CC, Beaverh	City	210.0	40.0	5.0	35.0					
CD	Community Action Team	83	42	HW	Beaverhead	Beaverhead Co., SW MT	Beaverhead Co. Commu	USF, CO, CoC,	65.0	46.0		46.0					
CD	Mural	22	43	HW	Jefferson	Whitehall	Whitehall CC	City, Vol	48.6	17.5	17.5						
ED	Educational Activities/MT Communities/L&C Trail	67	49	MB	Roosevelt, Ric	NE MT Plains Area/Missouri	Great N. Econ. Dev't Cor	EDC, L&C, Tri	284.4	284.4	35.0	195.0	54.4				
CD	Amphitheater, Outdoor	33	50	MB	Phillips	Zortman	Missouri Breaks L&C Bi	Vol, Biz	12.1	0.0							
CD	Stage: Outdoor Band Shell w/ Sound System	43	51	GF	Fergus	Lewistown	City of Lewistown	City, Co	19.5	17.5	17.5						
ED	Highway Transmitter on Hwy 191 at Missouri R. Crossing	65	52	MB	Fergus	Hwy 191 Missouri Rvr Brea	Missouri Breaks L&C Bi	CoC, Vol	9.9	8.7		8.7					
BD	Print of Crimson Bluffs Photo*	84	55	HW	Broadwater	Crimson Bluffs	Crimson Bluffs Chap.	L&C, USFS, M	26.5	25.0		25.0					
ED	Signage: Flora & Fauna Trail	13	56	BF	Liberty	Chester: Marias Rvr	Marias Chap.	L&C, Vol	10.0	5.0	2.5	2.5					
ED	Interpretive Center (mini) above Tiber Dam	42	58	BF	Liberty	Liberty Co. above Tiber Dam	BOR, Marias Chap.	BOR, L&C, Vo	61.5	41.5			4.4	37.1			
ED	Interpretive Site: Gates of the Mountains - A*	49	59	GF	Lewis & Clark	Gates of the Mtns Vis. Ctr, B	L&C Co. Comm.	Biz, Vol, USFS	4.0	3.0			2.0	1.0			
RM	Road Improvement: Gates of the Mountains - B*	49	59	GF	Lewis & Clark	Gates of the Mtns Vis. Ctr, B	L&C Co. Comm.	Biz, Vol, USFS	562.0	560.2				560.2			
ED	Interpretive Room: L&C Discovery-Helena Natural Rsrce Ctr*	37	61	HW	Lewis & Clark	Helena	L&C Co. Comm.	L&C, USFS, V	436.0	430.0	30.0			400.0			
ED	Interpetive Kiosk, Visitor Center, Signage*	16	62	HW	Lewis & Clark	Canyon Ferry Village	L&C Co. Comm.	USFS, BLM	231.5	87.0	87.0						
ED	Interpetive "Sidewalk" Corp of Discovery	51	65	HW	Lewis & Clark	Helena: Great N. Town Ctr	L&CBC, Lewis & Clark	Vol, CoC, Co,	600.0	300.0	75.0	175.0	50.0				
RM	Trail: Lower Yellowstone River Walk*	70	70	LY	Rosebud, Cust	Lower Yellowstone Rvr: 12	Lower Yellowstone Rvr	Co, USFS	100.0	100.0							
CD	Statue: Portage Site - B	17	72	GF	Cascade	Great Falls: Clara & Russell	City of Great Falls, Park	City, L&C	50.0	50.0							
RM	Paths, Signs & Landscaping: Portage Sites - A	17	72	GF	Cascade	Great Falls: Clara & Russell	City of Great Falls, Park	City, L&C	50.0	38.0							
CD	Park Improvements: restroom, water, sewer - B	74	73	GF	Cascade	Great Falls: West Bank Park	City of Great Falls, Park	City	375.0	375.0							
CD	Park Improvements: paving entrance road - A	74	73	GF	Cascade	Great Falls: West Bank Park	City of Great Falls, Park	City	375.0	375.0							
ED	Institute: L&C Summer	46	75	GF	Cascade	Great Falls UGF Campus	Great Falls: University of	Vol, Univ. of G	100.0	74.0	14.5	16.5	15.5	10.5	8.5	8.5	
ED	Institute/L&C Reach Out: L&C	59	76	GF	Statewide?	Great Falls: L&C Institute	L&C Interp. Assn	L&C, Vol	350.0	350.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
ED	Signage & Interpretation on L&C Trail	34	77	GF	Cascade	Great Falls	Portage Rt Chap, L&C T	L&C	240.0	240.0							
ED	Trunk: L&C Expedition Theme Trunks (50 trunks)	53	78	GF	Statewide	Great Falls: L&C Educ. Ctr o	L&C Interp. Ctr	L&C, FWS, US	850.0	850.0	250.0	100.0	100.0	100.0	100.0	100.0	100.0
ED	Publication: Living Historical Interpretation of Portage - B	32	79	GF	Cascade	Great Falls & Vicinity	Honor Guard;Portage Rt	L&C, City, Co,	12.5	12.5							
CD	Canoe-Acquisitn of Accurate Replica Dugout for Reenactment	47	80	GF	Cascade	Great Falls & Vicinity	Honor Grd;Portage Rt Ch	L&C, City, MF	30.0	30.0							
CD	Reenactment/Encampment: Acquisition of Buffalo Hides	45	81	GF	Cascade	Great Falls & Assorted Hist.	Honor Grd; Interp.Ctr; P	L&C, City	12.0	12.0							
CD	Road Overlay: Giant Springs Road to GF Interpretive Ctr*	88	84	GF	Cascade	Great Falls: Giant Springs R	Great Falls	City, MDT, US	120.0	120.0							
RM	Rest Area: Joe's Trail, L&C Cascade Byways - B	54	85	GF	Cascade	Between Cascade & Ulm: Rv	Joe's Trail, Inc.	Vol, MTDOT	28.5	22.8		20.3	2.5				

Montana Bicentennial Tier II Project List
as of September 30, 2000

TRAT	2000	2000							TOTAL	AMT	AMOUNT NEEDED PER YEAR (\$000's)						
CAT	NAME	RANK	PROJ #	CORR	COUNTY	LOCATION DETAIL	LEAD	PARTNERS	BDGT	NEED	2000	2001	2002	2003	2004	2005	2006
ED	Web portal	82	86	GF	Cascade	Great Falls: "corps of discov	Portage Rt Chap. L&CT	Vol	11.2	7.0	7.0						
ED	Cultural Center/Display: Ft. Peck		BIA03	MB	Roosevelt	Fort Peck	BIA	Tribe	25.0	25.0							
ED	Cultural Center/Display: Ft. Belknap		BIA04	MB	Blaine	Fort Belknap	BIA	Tribe	25.0	25.0							
ED	Visitor Surveys (Coop effort) on Upper Missouri	II	BLM02G	GF	Fergus? Other?	Lewistown, Upper Missouri	BLM	Unspec, Tribe,	30.0	30.0					30.0		
ED	Interpretive Project: L&C Wildlife	II	BLM02Y	GF	Phillips?	Malta, Missouri Breaks	BLM	Unspec, Tribe,	35.0	35.0			25.0		10.0		
HP	Blackfoot Cultural/Heritage Assessment	II	BLM03B	BF	Missoula?	Missoula, Blackfoot	BLM	Unspec, Tribe,	100.0	100.0				100.0			
RM	Campground: Thibodeau Campground Corrective Maint.	I	BLM03F	BF	Missoula?	Missoula, Blackfoot	BLM	Unspec, Tribe,	180.0	180.0			180.0				
ED	Viewshed Protection Strategy	II	BLM04A	HW	Beaverhead?	Dillon, Headwaters	BLM	Unspec, Tribe,	10.0	10.0		10.0					
ED	Trunk: Interpretive		BOR01	HW	Beaverhead	Clark Canyon Reservoir	BOR	Shoshone-Bann	50.0	50.0		8.3	8.3	8.3	8.3	8.3	8.3
CD	Canoe Replica Display for Living-History Reenactment		BOR02	HW	Beaverhead	Clark Canyon Reservoir	BOR		7.5	7.5		3.0	3.0	1.5			
ED	Interpretive Center Exhibits - Canyon Ferry Reservoir*		BOR04	HW	Lewis & Clark	Canyon Ferry Reservoir	BOR	BLM	22.0	22.0			10.0	3.0	3.0	3.0	3.0
ED	Trunk: Interpretive, Tiber Dam		BOR05	BF	Liberty	Tiber Dam, Chester	BOR	BLM, USFS, F	27.0	27.0			10.0	5.0	5.0	5.0	2.0
ED	Canoe Replica Display		BOR06	HW	Lewis & Clark	Canyon Ferry Visitor's Ctr	BOR		6.0	6.0			3.0	3.0			
ED	Exhibit: Interpretive L&C Marias River Overlook	2	BOR09	BF	Liberty	Marias Rvr/Tiber Dam	BOR		75.0	75.0		40.0	20.0	10.0	5.0		
ED	Staff: Interpreter/Historian		BOR10	HW	Lewis & Clark	Canyon Ferry Visitor's Ctr	BOR		75.0	75.0			15.0	15.0	15.0	15.0	15.0
ED	Sign: Interpretive, White Earth Wayside Exhibit*		BOR11	HW	Broadwater	Townsend & Winston (betwe	BOR	BLM	61.0	61.0			50.0	5.0	3.0	2.0	1.0
ED	Sign (interpretive): Townsend Wayside Exhibit*		BOR12	HW	Broadwater	Townsend, Hwy 287 adjacen	BOR		65.0	65.0			50.0	6.0	4.0	3.0	2.0
ED	Visitor Contact Station		BOR13	HW	Beaverhead	Clark Canyon Reservoir	BOR		530.0	530.0		30.0	200.0	200.0	100.0		
RM	Campground: Fort Peck West Recreation Area	1	COE01	MB	Valley	Fort Peck Lake Proj, West E	COE		1,500.0	1,500.0		1,500.0					
RM	Campground: Crooked Creek Recreation Area	2	COE02	MB	Petroleum	Fort Peck Lake Proj, Crooke	COE		1,200.0	1,200.0		1,200.0					
RM	Interpretive Site: Signal Hill	3	COE04	MB	Valley, Phillips	Fort Peck Lake Proj, Signal	COE	Missouri Rvr C	50.0	0.0							
ED	Site Specific Interpretive Signs, Ft Peck Lake Proj. Rec. Areas	3	COE05	MB	Valley, Phillips	Fort Peck Lake Proj, Pines, B	COE	Missouri Rvr C	32.0	0.0							
ED	Brochures: Interpretive (12)	1	FS05	S	Statewide	Statewide	USFS		725.0	725.0		25.0	350.0		350.0		
ED	Web: L&C in the Rocky Mtns	1	FS07	S	Statewide	Cyberspace	USFS		100.0	100.0		50.0	10.0	10.0	10.0	10.0	10.0
ED	Education: Conservation Programs	1	FS08	S	Statewide	Statewide	USFS		940.0	940.0		60.0	80.0	200.0	200.0	200.0	200.0
BD	Outfitter & Guide Administration	1	FS11	S	Statewide	Statewide	USFS		200.0	200.0				50.0	50.0	50.0	50.0
RM	Resource Mgmt: Additional Infrastructure Improvements	2	FS14	S	Statewide	Statewide	USFS		5,500.0	5,500.0		1,000.0	4,500.0				
RM	Resource Mgmt: Native Species/Noxious Weed Prevention	2	FS15	S	Statewide	Statewide	USFS		100.0	100.0			50.0	50.0			
RM	Resource Mgmt: Enhanced Facility Mgmt	2	FS16	S	Statewide	Statewide	USFS		600.0	600.0			100.0	100.0	200.0	200.0	
ED	Rest Area		MDT05	HW	Broadwater	Clark Canyon Dam	MDT	BOR	1,500.0	1,500.0	750.0	750.0					
ED	Blackfeet History Interpretive Signage		T01	BF	Glacier, Teton,	Blackfeet Res., Tri-Co.	Blackfeet Tribe	Tribe, Vol	10.0	10.0			10.0				
HP	Crow Indian Contemporary & Historic Archive Collection		T03	LY	Bighorn	Crow Res.: Little Bighorn C	Little Bighorn College A	Tribe, Vol	100.0	100.0							
ED	Education: Catching up with History - Schools near Ft. Belknap		T04	MB	Phillips, Blaine	Phillips, Blaine, Hill, Fergus	Fort Belknap Tribes	Tribe, Vol, City	4.0	4.0	4.0						
ED	Oral History Speakers (approved) to tell the Blackfeet History		T05	BF	Glacier	Blackfeet Res., Glacier Co.	Blackfeet Tribe	Tribe, Blackfeet	6.0	6.0							
CD	Blackfeet Participation in the L&C Bicentennial Meetings		T06	BF	Statewide	Various meeting sites	Blackfeet Tribe	Tribe	30.0	30.0		5.0	5.0	5.0	5.0	5.0	5.0
ED	Trunk: to Promote Blackfeet Story		T09	BF	Glacier	Blackfeet Res.	Blackfeet Tribe		1.0	1.0				1.0			
ED	Kiosk: Ft. Peck Interpretive Kiosks (6 kiosks)		T13	MB	Daniels, Valley	Frazer, Wolf Point, Poplar, B	Fort Peck Assiniboiné &	Tribe, Unspec	30.0	30.0	3.0	27.0					
ED	Trunks & Authentic Clothing of Ft. Peck (16 trunks)		T14	MB	Daniels, Valley	Poplar: Fort Peck Tribal Mus	Fort Peck Assiniboiné &	Tribe, Unspec	100.0	100.0		52.5	37.5				
HP	Reenactment: Buffalo Hide Tipi for Ft. Peck		T15	MB	Daniels, Valley	Poplar: Fort Peck Tribal Mus	Fort Peck Assiniboiné &	Tribe, Unspec,	25.0	25.0			25.0				
BD	Transit System: Ft. Peck Tribal Tourism (6 vans, 1 ORV)		T16	MB	Daniels, Valley	Fort Peck Res.	Fort Peck Assiniboiné &	Tribe, Unspec	185.0	185.0		92.5	92.5				
HP	Abandoned Assiniboiné Villiage Tipi Camp (Ft. Peck)		T17	MB	Roosevelt, Vall	Fort Peck Res.	Fort Peck Assiniboiné Tribe										
ED	Signs: Crow/L&C Sites		T19	LY	Yellowstone, B	Crow Res.	Crow Res.	L&C, PPHA	10.0	10.0			10.0				
CD	Representation at Meetings (N. Cheyenne)		T21	LY	Rosebud, Bigh	N. Cheyenne Res.	N. Cheyenne Tribe										
ED	Signage (N. Cheyenne)		T22	LY	Rosebud, Bigh	N. Cheyenne Res.	N. Cheyenne Tribe										
ED	Speakers (N. Cheyenne)		T23	LY	Rosebud, Bigh	N. Cheyenne Res.	N. Cheyenne Tribe										
ED	Tours: Crow Apsaalooke Tours to Historic Sites		T25	LY	Bighorn, Yello	Crow Res./Surrounding area	Crow Res.		2.9	2.9	2.9						
RM	Staff: Invasive species coordinator	II	USFW17	S	Statewide	Region-wide, USFWS	USFWS										
	Totals:								\$27,986.7	\$22,830.7	\$1,643.7	\$5,894.8	\$9,320.0	\$1,993.9	\$1,194.2	\$699.4	\$484.4

APPENDIX C

Historic Preservation (HP) Project Details

Details of Tier I Historic Preservation projects listed in Chapter IV are provided below. The numbers in brackets following each description correspond to project numbers assigned by the Commission during the evaluation process (see Appendix A).

HP-1: Preserve and Enhance Key Trail Sites

HP-1a: Travelers' Rest Campsite Preservation (Archaeological Assessment, Acquisition)

The Corps of Discovery camped at Travelers' Rest near Lolo in 1805 and 1806 – a centuries-old American Indian campsite. Travelers' Rest is listed as one of the nation's "11 Most Endangered Historic Sites" by the National Trust for Historic Preservation. Residential development already has eliminated key historical values from one of the core parcels at the 155-acre site. An archaeological assessment will continue important scientific investigation of the site (ongoing since 1995). Acquisition will ensure that endangered parcels of land are protected via purchase or easement. [2,3]

HP-1b: Camp Disappointment Monument Renovation

The Camp Disappointment monument was erected in 1926 by James J. Hill of the Great Northern Railway, and marked the nearest point the railway came to Camp Disappointment. The monument is in disrepair and requires renovation. [92]

HP-1c: Crimson Bluffs Site Preservation (Land Acquisition)

Lewis described the Crimson Bluffs site near Townsend as "a remarkable bluff of a crimson coloured earth on the Starboard intermixed with Stratas of black and brick red slate..." (July 24, 1805). Current access to the site is from the Missouri River and footpath, and visitors are taking samples of the "crimson coloured earth." Purchase of the site is needed to protect it from further damage. [53]

HP-1d: Heritage Monitoring & Protection on USFS Sites

The USDA Forest Service manages many significant Trail sites. Heritage monitoring and protection will include tribal participation in Trail protection, National Register nominations and installation of monitoring cameras. The project will focus on Trail segments along the Lolo Trail, at Lewis & Clark Pass, Lost Trail Pass, Spring Gulch, Lemhi Pass, Gibbons's Pass and Gates of the Mountains. [FS09]

HP-1e: Bicentennial Lasting Lands Legacy – Montana State Parks

Research will be conducted to identify privately-owned Trail sites in Montana that are critical, endangered or extremely interpretable Lewis & Clark components. These sites will have attributes so important to the story that they should be purchased by the State of Montana to remain in public ownership for public enjoyment. [FWP05]

HP-1f: Fort Benton Reconstruction

Restoration of Historic Old Fort Benton is planned for completion by 2003. Approximately one quarter of the historic fort has been reconstructed, and research for all other buildings has been completed. The Fort will provide interpretation of the fur trade during the 18th and early 19th centuries, with particular emphasis on American Indian involvement. It also will showcase how the “new” technology brought by Lewis & Clark affected the American Indians. [71]

HP-2: Support Further Lewis & Clark Research and Investigation

HP-2a: Tribal Oral History Preservation

The desire of the Tribes is to protect, preserve and vitalize their language, culture, and history. Oral history interviews, and archives and literature searches will be conducted from 2001 through 2003 to provide additional information about the era of the Lewis & Clark Expedition and to adequately portray the lifestyles of the tribes during those times. Research will be conducted on archival material located throughout the state as well as within the reservations. [T08, T10, T12, T20, T24, BIA02]

HP-2b: Archeological Discovery of Selected Lewis & Clark Expedition Campsites

The discovery, scientific documentation, preservation, and interpretation of selected Lewis & Clark Expedition campsites has been ongoing since 1987 in the nation’s only sustained archaeological search for Lewis & Clark. The Lower Portage Site at Great Falls is one of twelve campsites in seven states currently proposed for discovery, and additional sites in Montana are being considered. [31]

HP-2c: USFS Historic and PaleoLandscape Ecosystem Studies, Geoarcheology Surveys

Historic and paleolandscape ecosystem studies and geoarcheology surveys related to the Lewis & Clark Trail will be conducted within National Forest lands throughout the state. [FS13]

HP-2d: Upper Missouri River Breaks Cultural/Heritage Assessment

A cultural/heritage assessment will be completed in 2003 of the Upper Missouri River Breaks corridor. The objective of the assessment is heritage protection and stabilization of the area as it pertains to the Lewis & Clark Expedition. [BLM02F]

APPENDIX D

Education and Communication (EC) Project Details

Details of Tier I Education and Communication projects listed in Chapter IV are provided below. The numbers in brackets following each description correspond to project numbers assigned by the Commission during the evaluation process (see Appendix A).

EC-1: Sponsor Lewis & Clark Educational and Training Programs

EC-1a: Annual Bicentennial Planning Conference

The Montana Bicentennial Planning Conference will be held annually from 2000 through 2006. Hosted by the Montana Lewis & Clark Bicentennial Commission, the purpose of the conference is to coordinate Bicentennial planning for Montana and help communities and businesses prepare for the Commemoration. [LCBC06]

EC-1b: Statewide Training for Community Event Planners

The Montana Lewis & Clark Bicentennial Commission is committed to the development of a training curriculum for community event planners. Regional workshops will be developed which focus on event planning, funding, management, marketing, liability, logistics, security and staffing. [LCBC03]

EC-1c: Lewis & Clark 101 Frontliner Training

Frontliner training is critical to ensure that employees making initial contact with visitors to Montana are knowledgeable about the Lewis & Clark Expedition and Bicentennial activities. The Flathead Valley Community College, through the existing Montana SuperHost program, is developing a "Lewis & Clark in Montana 101" education package. The package features a 15-minute video illustrating the Trail in Montana, and interviews with key Lewis & Clark experts. Pertinent local contact information also will be included as supplemental reference material. [LCBC05]

EC-1d: "Confluence of Cultures" Symposium

A national symposium entitled "A Confluence of Cultures: American Indians and the Expedition of Lewis & Clark" will potentially be held in spring 2002. Symposium planners seek to broaden the circle of Bicentennial interest and give voice to an important but underrepresented perspective. Participants in the symposium will include tribal representatives, faculty and students from up to thirty tribal colleges, non-Indian scholars and cultural celebrants. [LCBC07]

EC-1e: Training Manual & Workshops for First Person Reenactors

A training manual for Lewis & Clark historical reenactors is being developed by the LCTHF Portage Route Chapter and Lewis & Clark Trail Interpretive Center, highlighting known biographical information of each member of the Corps of Discovery, complete with accurate clothing, equipment and experiences from Corps members' personal journals. Sponsors also will conduct a biannual three-day training workshop targeting first-person reenactors for living history presentations. [74]

EC-1f: "Lewis & Clark Moment" Public Service Announcements

The Lewis & Clark journals provide ample opportunity for interesting and fun "vignettes" about the Expedition, which will be presented in a way that is both educational and entertaining. The Commission will coordinate with the Montana Historical Society, Travel Montana, statewide media and other partners to produce public service announcements (PSA's) which inform residents and visitors about the Expedition and Bicentennial activities. The PSA's will run weekly on statewide radio, television and in newspapers. A corporate sponsor will be sought as a partner in the project. [LCBC13]

EC-2: Enhance the Statewide System of Strategic Orientation Sites

EC-2a: Gateway Lewis & Clark Bicentennial Displays

The Commission will coordinate with Travel Montana, the Montana Department of Transportation and the six tourism countries to provide Lewis & Clark displays at each of the gateway visitor centers, rest areas and wayside sites. The displays should include a map of the Trail in Montana, regional information and a rack for statewide and regional Bicentennial brochures. A consistent design would ensure that visitors are alerted to Bicentennial information at each stop. [LCBC14]

EC-2b: Golden Triangle Visitor Site

A visitor contact station/site is planned for the Golden Triangle area (Glacier, Pondera or Teton county) to highlight the Marias exploration by Lewis and his three companions, including their experiences at Camp Disappointment and the Blackfeet Fight site. [91]

EC-2c: Sidney Visitor Center

The existing Chamber of Commerce building in Sidney is located at the intersection of State Highways 16, 23 and 200, which is a significant eastern gateway into the state from North Dakota. The building will be renovated to accommodate a visitor center with orientation and information about the Lewis & Clark Expedition in Montana. [68]

EC-2d: Lolo Pass Rest Area & Visitor Center Displays & Staffing

The Lolo Pass Visitor Center serves as a gateway to travelers between Montana and Idaho on U.S. Highway 12. A new visitor center facility and rest area is being constructed cooperatively by the USDA Forest Service, Montana Department of Transportation and the Idaho Transportation Department. The Forest Service plans to install enhanced "gateway" services and information displays, provide additional staffing during the Bicentennial years, and implement a permit system for the Lolo Trail from the facility. [FS02]

EC-3: Create a Statewide Interpretive Sign Program

EC-3a: Statewide Interpretive Sign Funding Pool

Local, state and federal groups have proposed more than 166 Lewis & Clark interpretive sign placements across the state to increase resident and visitor awareness of the Expedition. A pool of funds will be dedicated for a statewide interpretive sign program. Sponsoring entities will apply for funds, and proposals evaluated based on specified criteria (identification in Statewide Sign Strategy, historical accuracy, location, ownership and maintenance, local support, etc.). The following is a list of interpretive sign/kiosk proposals received to date [LCBC02]:

- Liberty County: Signs on the Marias River at approximate waterway locations of Lewis campsites. Upriver directional signs will indicate the sites. [57]
- Golden Triangle Area: Signs in Glacier, Teton and Pondera counties: on U.S. Hwy 2 in Glacier county, at the furthest point north that the Corps attained; at Camp Disappointment viewpoint on the Blackfeet Reservation; a gazebo/interpretive signs on the north bank of the Two Medicine River in Pondera/Glacier Counties; at the Teton River Rest Area in Teton County. [90]
- Bitterroot Valley "Trail of the American Nations": Signs along the Trail of the American Nations (paralleling Highway 93), a major transportation corridor for the Salish, Nez Perce and Lemhi Shoshone tribes and Lewis & Clark. [10]
- Camp Creek (Ross' Hole): Signs adjacent to Highway 93 near Ross' Hole, the site where the Corps met the Salish Indians. [12A]
- Devils Elbow: A shelter, interpretive signs and map boards at Devils Elbow campground locating the river and L&C campsites as they existed before Hauser Dam, and directional signs from Interstate 15 and U.S. Highway 12 to the site on Secondary 280 (York Road). [60]
- Lewis & Clark County: Signs at ten public access sites to the Missouri River within Lewis & Clark County, describing the Expedition's travels through the area. [64]
- Cascade County: Three signs along two miles of Joe's Trail, an off-road bike/pedestrian path north of Cascade (along old US Hwy 91), depicting the Corps' passage in 1805. [85A]
- Missouri Breaks Corridor & Loma/Decision Point: Research, interpretation and signs along the Missouri River Breaks Corridor, including Loma/Decision Point. [BLM02X, BLM02Z]
- Broadwater County: Signs/kiosks at seventeen Lewis & Clark campsites owned and maintained by Montana FWP, BOR and BLM. [54]
- Twin Bridges: Three signs in Twin Bridges area highlighting L&C route, Beaverhead River, area attractions and location of L&C bronze statue at the Madison County fairgrounds. [37]
- Camp Fortunate Overlook: Signs, repairs, maintenance and structure retrofitting at Camp Fortunate Overlook wayside at Clark Canyon Reservoir. [BOR07]
- Northeastern Plains: Signs at 1) Fishing access site on the Missouri R. south of Culbertson, 2) Hell Creek State Park, 3) Signal Hill Milk River overlook, 4) Bone Trail, 5) Pines Recreation Area, 6) Devils Creek Recreation Area, 7) Fourchette Recreation Area, and 8) Crooked Creek Recreation Area, and interpretive exhibit at Fort Peck Interpretive Center/Museum. [45]
- Park County: Multi-panel kiosk along Interstate 90 west of Livingston highlighting Clark's Yellowstone River journey, area history, events and points of interest. [14]
- Pompeys Pillar: Exhibits and signs for Pompeys Pillar, highlighting special events, American Indian interpretation, and Yellowstone River corridor area. [18B]
- Lower Yellowstone: Twelve kiosks along the Lower Yellowstone River (Fallon, Fairview, Wibeaux, Forsyth, Glendive, Intake, Rosebud, Savage, Miles City, Crane, Terry, Sidney), highlighting L&C sites, area points of interest and events. [66]

- Tribal Sites near Three Forks, Missouri & Yellowstone Basins: Signs and markers describing sites in the Three Forks area and Missouri and Yellowstone basins. Interpretive living museum displays of American Indian agriculture products encountered by the Expedition. [BIA05]
- National Forest L&C Sites and Ranger Stations: 58 wayside signs/exhibits and 25 Bicentennial exhibits located statewide on National Forest lands and at Forest Service sites along the Trail. Signs at ranger stations will provide area-specific information to travelers. [FS04, FS06]

EC-4: Enhance System of Key Destination Interpretive Facilities

EC-4a: Pompeys Pillar Interpretive Center

On July 25, 1806, William Clark carved his name onto a 200-foot sandstone outcropping and referred to the site as "Pompy's Tower" in honor of Sacagawea's young son. It remains the only visible evidence of the Expedition along the entire Trail. The BLM acquired the Pompeys Pillar National Historic Landmark and surrounding land in November 1991, which is located about 30 miles east of Billings adjacent to Interstate 94. The area has remarkable historical, cultural, geological and natural significance. The planned interpretive center will highlight the history of the Pillar and surrounding area, Clark's return trip down the Yellowstone, and the indigenous peoples of the area. As a major destination facility, it will provide significant economic benefit to the region. An Environmental Assessment has been completed. Public comments are being sought on four proposed options for the facility design and site plan. One option includes a partnership with the Montana Department of Transportation to develop a rest area facility near the interstate exit and adjacent to the site entrance. [16, BLM01, MDT04]

EC-4b: Travelers' Rest Interpretive Center

The Travelers' Rest campsite located near Lolo, Montana not only is historically significant, it also is strategically positioned at crossroads of U.S. Highways 12 & 93 along the Trail, seven miles from Missoula. Following completion of site archeology and land acquisition (in progress), an interpretive/visitor facility is proposed at Travelers' Rest. The facility will highlight the Expedition's stays at the site in both 1805 and 1806, as well as the American Indian and Corps of Discovery trails through the Bitterroot Valley and Lolo Pass. It will serve as a gateway facility to the historic sites, routes and points of interest throughout the valley, benefiting the regional economy. A feasibility analysis and business plan will determine the most appropriate type and size of facility for the area, its visitors and the communities. After the analysis is complete, facility planning, design and construction will commence. [4A, B]

EC-4c: State Lewis & Clark Exhibit

The Montana Historical Society will develop a Montana "anchor" Lewis & Clark exhibit, which will be housed in a reconstructed gallery at the Montana Historical Society in Helena. The exhibit will focus on the people who lived in the geographic region now known as Montana; their homelands, economy, social activities, contact with and legacy from the Expedition [MHS01]

EC-4d: Lewis & Clark National Historic Trail Interpretive Center Improvements

The Lewis & Clark National Historic Trail Interpretive Center in Great Falls has hosted more than 260,000 visitors since its opening in May 1998. Increased visitation has led to a need for improvements to address existing safety and visitor circulation

challenges, as well as to enhance visitor interpretation. Plans include: 1) Improvements to the exterior site and interior exhibit hall; 2) A temporary Bicentennial exhibit; 3) New orientation movie and audio tour; 4) American Indian interpretive training academy; 5) Participation in L&C 101 front-liner and interpretive host training; 6) Additional staff; 7) Satellite site development at Sulphur Springs trailhead and interpretive trail and associated wayside exhibits. [FS01]

EC-4e: Ravalli County Museum Exhibit, Diorama & Mural

The Bitterroot Valley Historical Society is dedicating an existing room in the Ravalli County Museum in Hamilton to depict the interactions between the Corps of Discovery and the Salish Indians. The display will feature a diorama and mural, accompanied by an interpretive brochure. [11]

EC-4f: Three Forks Interpretive Center, Trails & Amphitheater

A 20' x 40' log interpretive center is planned at Headwaters Park in Three Forks. The center will house twelve acid-sketched steel signs depicting the story of Lewis & Clark with text and illustrations. Interpretive trails with signs, a gazebo and an amphitheater also will be located in the park. [28]

EC-4g: Yellowstone County Museum

The Yellowstone County Museum, located in Billings, is constructing a Lewis & Clark era fur trading post inside the Paul McCormick log cabin portion of the Museum. This living history exhibit will extend the legacy of the Expedition by providing visitors with an interpretive/interactive experience and educational program. [27A]

EC-4h: Museum of the Plains Indian

The Museum of the Plains Indian, on the Blackfeet Reservation in Browning, was founded in 1941. It is maintained by the Bureau of Indian Affairs and managed by the Blackfeet Arts and Crafts Board. The museum's proximity to Glacier National Park, Camp Disappointment and the Lewis & Clark Trail makes it a natural focal point for interpretation of Plains Indian interactions with the Expedition, but the museum is in need of infrastructure repairs and upgrades, and refurbishing of the displays. [BIA01]

EC-4i: Fort Peck Dam Interpretive Center Wildlife Exhibit

The Fort Peck Dam Interpretive Center and Museum, scheduled for completion by 2003, will provide in-depth interpretation of many significant resources and events in Northeastern Montana. Exhibits will include orientation to the wildlife refuges, dinosaur fossils, the construction of Fort Peck Dam, the rich American Indian culture, the Lewis & Clark journey, and homesteading. The interpretive center, located on State Highway 24 near Fort Peck Dam, will be a key attraction to increase tourism and provide needed economic development. The U.S. Fish & Wildlife Service has been allocated exhibit space and will design, construct, install and maintain displays that will highlight the National Wildlife Refuges along the Lewis & Clark route. [USFW01]

APPENDIX E

Community Development (CD) Project Details

Details of Tier I Community Development projects listed in Chapter IV are provided below. The numbers in brackets following each description correspond to project numbers assigned by the Commission during the evaluation process (see Appendix A).

CD-1: Conduct Statewide Assessment of Community Infrastructure

A challenge facing Bicentennial planners is the need for a detailed evaluation of local and county infrastructure. Most communities have not had time to assess the condition of their infrastructure in the context of Bicentennial demands. A statewide assessment will be conducted to evaluate roads, parking, public restrooms, signage and public safety/EMS services in the context of projected visitation and Bicentennial needs. [LCBC04]

CD-2: Obtain Funding for Local/Tribal Bicentennial Planning Groups

Montana has more than twenty county and tribal Bicentennial volunteer planning groups statewide. Dedicated volunteers are investing their time to plan and prepare for the Commemoration; however, they often also must invest their own money because resources are not available from county or tribal government to support travel, postage, telephone, photocopying and other costs associated with planning efforts. The Montana Lewis & Clark Bicentennial Commission will support local planning efforts through funding from Bicentennial license plate sales. A portion of Bicentennial license plate revenue will be given to the Regional Bicentennial Commissions (RBC's) or tribal planning groups where the fees originate. The funds will be used for administrative or project expenses related to Bicentennial preparation, consistent with Commission-established guidelines. [LCBC01]

CD-3: Support Lewis & Clark Reenactments, Festivals and Events

CD-3a: Discovering the Big Sky Event: Marias to Great Falls (Signature Event Proposal)

Discovering the Big Sky is a series of events planned for June 2 – July 4, 2005 from Fort Benton to Great Falls. It includes Lewis & Clark camps, site tours, Scholar in Residence, speaker series, float trips, Elderhostel, museum tours, reenactments at Old Fort Benton, traditional Native American games, writers symposium, literature fair, state history conference, displays and exhibits, military pageantry, symphony, Old Time Fiddlers, square dancing, youth concerts and Bicentennial web/DVD. Part of Discovering the Big Sky is the Portage of the Great Falls of the Missouri Reenactment: the Lewis & Clark Honor Guard will complete a first person living historical portage around the Great Falls of the Missouri. [SA02, 79]

CD-3b: Lewis & Clark Festival at the Headwaters (Signature Event Proposal)

The Festival at the Headwaters is a series of events planned for July 15 – August 8, 2005 in Gallatin and Beaverhead Counties. The Festival will include reenactments, parades, a pow wow, children's festival, food, interpretive exhibits and demonstrations, youth encampment, outdoor theater, tours, black powder events, a pageant, lecture series, debate, arts and crafts and a fiddlers jamboree of period music. [SA01]

CD-3c: Clark on the Yellowstone (Signature Event Proposal)

Clark on the Yellowstone is a series of events planned in late July 2006 from Livingston to the confluence of the Yellowstone and Missouri Rivers at the North Dakota border. It includes a dedication ceremony at Pompeys Pillar on July 25, 2006, commemorative tree plantings, placement of interpretive signs and time capsules, lecture series, Native American fairs and encampments, photo contests, trail rides, river floats, writing contests, rendezvous, reenactments, art displays, exhibits, military demonstrations, nature walks and expansion of Clark Days. [SA03, 1, T26]

CD-3d: Corps II Traveling Park and Classroom

The National Park Service is planning a Lewis & Clark Traveling Park and Classroom, which will follow the Expedition's route on corresponding Bicentennial dates from 2003–2006. Corps II will be contained in large trucks, and staffed by interpreters who will provide tours of exhibits and educational programs. The traveling park will stop in all of the Trail states during the Bicentennial, and coordinate with local Bicentennial events and programs where possible. [NP01]

CD-3e: Games of the Past: Traditional Play at the Time of Lewis & Clark

The tribes of the seven Reservations in Montana have revived indigenous games representative of tribal culture, including those games played at the time of the Lewis & Clark Expedition. Instruction and participation in traditional tribal games, and an annual competition, will rotate among the seven Montana reservations. The games will provide opportunities for cross-cultural education, and understanding of cultural values and tribal life as practiced before the influx of Europeans. Further research, instructor expenses, and additional planning and marketing of the annual competition are needed. [T07]

CD-3f: Headwaters State Park Living History Reenactment

A Lewis & Clark living history program and exhibit is planned in 2003 at Headwaters State Park near Three Forks, and at the Museum of the Rockies in Bozeman. Living history actors will impersonate members of the Expedition, and replicated camp exhibits will create a hands-on experience for visitors. [29]

CD-3g: Camp Fortunate Living History Encampment & Reenactment

A cross-cultural event recreating the historic meeting between the Lemhi-Shoshones and the Corps of Discovery will be held annually beginning in 2000 at West Cameahwait Campground, Clark Canyon Reservoir. Visitors will experience the authentically-reconstructed encampment and interact with the reenactment participants. The Bureau of Reclamation will provide signs, restrooms, road maintenance, and vegetation management. [BOR03]

CD-3h: Whitehall Amphitheater and Lewis & Clark Drama

An outdoor amphitheater will be erected adjacent to Interstate 90 on the North Boulder River east of Whitehall. An historic drama based on the Lewis & Clark Expedition will be presented during the 90-day season of the theater. Construction plans for

2000-2001 include the amphitheater, a well, electrical, sound, seating and restrooms. The drama will require script development, props, and operating/start-up capital. [44]

CD-3i: Fort Peck Tribes Reenactments on the Missouri River

In 2003, six Lewis & Clark camps will be erected in the approximate original locations along the Missouri River near Fort Peck. Each location will have four tipi lodges, two tarp overhangs, campfire and cooking equipment, and tanning racks. The camps will be used for interpretive programs and reenactments. The Fort Peck tribes will provide personnel, facilities, equipment, and administration. [T18]

CD-3j: Fort Belknap Tribes Reenactment at James Kipp Park

A *Lewis & Clark Encampment* will be held through 2006 at James Kipp Park. The event includes an historically accurate presentation of the encounter between the Corps of Discovery and the Gros Ventre and Assiniboiné Tribes, highlighting the American Indian perspective and their reactions to the encounter. Additional research is needed to increase the educational opportunities for the audience, and to expand marketing of the Encampment. Also needed are historically accurate regalia and accoutrements. [T02]

CD-3k: Crow Tribe Participation in Clark Day at Pompeys Pillar

Clark Day is an annual celebration which occurs at Pompeys Pillar, the National Historic Landmark 28 miles east of Billings. Beginning in 2001, the Crow Tribe will provide interpretation and in-kind services to the *Clark Day* organizers and Lewis & Clark planning groups in the Pompeys Pillar area. Involvement also will extend to other joint projects at Expedition sites along the Yellowstone River. [T26]

CD-3l: Clark's Yellowstone River Camps Reenactment and Permanent Displays

William Clark camps will be placed at three locations along the Yellowstone River in Stillwater County. These camps will emulate the original campsites and include permanent structures at each area (an Indian log fort at the Reedpoint site; an Indian war lodge at Itch Kep Pe Park in Columbus; and a dugout canoe demonstration and permanent display at Buffalo Mirage near Park City). Also included are kiosks/signage, stages and props for reenactments. [1]

CD-3m: Forsyth Amphitheater & Mural

A 250-seat, open-air amphitheater will be erected at Riverside Park in Forsyth. The roofed stage area will include a mural backdrop depicting William Clark and members of the Expedition among the rosebuds on the Yellowstone. [67]

APPENDIX F

Resource Management (RM) Project Details

Details of Tier I Resource Management projects listed in Chapter IV are provided below. The numbers in brackets following each description correspond to project numbers assigned by the Commission during the evaluation process (see Appendix A).

RM-1: Conduct Statewide Public Safety/EMS Assessment, Develop Plan

RM-1a: Statewide Safety/EMS Assessment and Plan

The Commission will spearhead a coordinated assessment, planning and implementation process, involving communities, federal, state and county entities, law enforcement offices, emergency medical services groups, and medical facilities. Once the assessment is completed, a plan to address needs will be developed and implemented by the appropriate entities. [LCBC15]

The USDA Forest Service and the Bureau of Land Management collectively manage a major portion of lands containing and surrounding Lewis & Clark sites and the Trail. Specific planning and implementation efforts are proposed by those agencies which should be coordinated with overall state assessment and planning efforts.

RM-1b: USFS Event Management and Emergency Services

Two planning strategies will ensure the health, safety and security of the public, while also protecting natural, cultural and heritage resource values. The first addresses the implementation of visitor and event management strategies at Lemhi Pass, Lewis & Clark Pass and Gibbon's Pass. The second addresses emergency and security services in partnership with local sheriffs' offices. An EMS analysis currently is being refined. Implementation will commence in 2001 and continue through 2006. [FS10]

RM-1c: BLM Emergency Planning

Emergency contingency planning and implementation is an integral part of the BLM planning process for the Bicentennial, from 2001-2006. The objective is to enhance emergency and security services for the Headwaters Trail corridor. An interpretive signage program will assist in providing information to safeguard the public. [BLM04C]

RM-1d: BLM Floater Information and Communication for the Upper Missouri River

The BLM is responsible for providing and maintaining floaters' navigational maps, safety messages, and information along the 149-mile Upper Missouri River (downstream from Fort Benton). Upgrades of the brochures, maps, and signboards are needed in 2002, 2003, and 2005. Strategic communication coverage is severely limited along the Upper Missouri River corridor. A wireless landline and radio network will be installed to assist with emergency and security response. [BLM02C, BLM02A]

RM-2: Enhance Agency Temporary Staffing

RM-2a: USDA Forest Service

At least fourteen additional interpreters, law enforcement staff, and caretakers are needed to enhance visitor experience and protect cultural sites from 2002 to 2006 at seven key locations: the Lolo Trail, Lewis & Clark Pass, Lost Trail Pass, Spring Gulch, Lemhi Pass, Gibbon's Pass, and Gates of the Mountains. [FS12]

RM-2b: Montana Department of Fish, Wildlife & Parks

Eight staff are needed to provide interpretation, maintenance, security, event management, and resource protection from 2002 to 2006. Most positions will be seasonal, with some year-round supervision. The Great Falls, Bozeman and Helena areas will require public information staff, seasonal interpreters and maintenance personnel. Seasonal interpreters also are needed in the Glasgow area. Visitor safety staff will be used in all regions. [FWP01]

RM-2c: Bureau of Land Management

- Upper Missouri Corridor: Seasonal on-site interpreters and caretakers are needed to provide additional public services and volunteer staff from 2001 to 2006. [BLM02H]
- Blackfoot River Corridor: Two (2) seasonal support staff needed to provide additional public services 2002 to 2006. [BLM03J]
- Headwaters Corridor: One (1) seasonal support staff needed to provide additional public services from 2002 to 2006. [BLM04E]

RM-2d: Bureau of Reclamation

Two (2) summer seasonal interpreters, tribal and non-tribal, are needed to conduct interpretive programs at Clark Canyon Reservoir and surrounding communities from 2001 to 2006. [BOR08]

RM-2e: Montana Historical Society: State Lewis & Clark Historian

The Montana Historical Society will develop a Montana "anchor" Lewis & Clark exhibit, to be housed in a reconstructed gallery at the Society in Helena. The exhibit will focus on the people who lived in the geographic region now known as Montana; their homelands, economy, social activities, contact with and legacy from the Expedition. Also, a full-time, professional, qualified Lewis & Clark historian will assist with interpretation and dissemination of data, and offer guidance to anyone seeking information about Lewis & Clark. [MHS01, MHS02]

RM-3: Provide Facilities & Services for Increased Visitation

RM-3a: State Parks Resource Assessments, Capital Improvements and Visitor Services

Facility and resource inventories will be conducted at premier Lewis & Clark sites in State Parks ownership. Data gathering will take place from 2001–2003, and include an inventory of visitor facilities, cultural resource surveys and recording of natural resources. The needs of state parks will be prioritized based on visitor impact and known at-risk resources. This work also will provide valuable information in the development of interpretive plans, exhibits and educational materials. Infrastructure and capital improvements are necessary at Giant Springs, Missouri Headwaters, and Clarks Lookout State Parks to meet the pressure of increased Bicentennial visitation. Improvements are planned in 2001-2003, based on necessary, modest, and permanent enhancements to roads, campgrounds and picnic areas. FWP will protect resources at five primary and 25 secondary Lewis & Clark

sites located in five different regions from 2001–2006. Plans include temporary facilities for additional visitors to augment increased toilet pumping, road maintenance, and equipment for special events as needed. Visitor information items, web site development, reservation systems, exhibit development, and education and interpretive programs also will be included. [FWP02, FWP03, FWP04]

RM-3b: Lemhi Pass Management

Lemhi Pass National Historic Landmark is a backcountry gateway between Montana and Idaho. An anticipated increase in use of this Lewis & Clark site creates a need to interpret and protect the historic resources that are found within this area. Actions planned in preparation for the Bicentennial include improved interpretation and traveler information, management of Lemhi Pass road and parking, and reconstruction of facilities to improve accessibility and safety. [FS03]

RM-3c: James Kipp Recreation Area Infrastructure Improvements

Improvement to the infrastructure of the James Kipp Recreation area is necessary to support increased visitor use. Plans include site and facilities preparation; Trail interpretation, accessibility/road upgrades, and potable water development. [BLM02M]

RM-3d: Temporary and Volunteer Host Facilities: Bureau of Land Management

The Upper Missouri Trail corridor from Ft. Benton to the James Kipp Park Recreation Area, is predicted to experience increased usage during the Bicentennial. Temporary facilities/accommodations are needed during the Commemoration for emergency and security objectives, public information points, sanitation, refuse collection, access point interpretive information and other amenities. Trained volunteer hosts provide public information, education and interpretive information to visitors in this corridor. Contact stations for the volunteer hosts at major access points along the river are needed, and existing contact station trailers are in need of major repair or replacement by 2002. [BLM02B, BLM02D]

APPENDIX G

Business Development (BD) Project Details

Details of Tier I Business Development projects listed in Chapter IV are provided below. The numbers in brackets following each description correspond to project numbers assigned by the Commission during the evaluation process (see Appendix A).

BD-1: Conduct Bicentennial Tourism and Visitor Assessment Studies

The Institute for Tourism & Recreation Research (ITRR) at the University of Montana in Missoula will conduct three studies prior to and during the Lewis & Clark Bicentennial. The first will be a statewide study to determine the impact of the Commemoration on Montana economically, socially, and environmentally, with collection of data extending from 2003-2006. The second will be an assessment of national interest and awareness in the Lewis & Clark Expedition and Bicentennial Commemoration, including an evaluation of current Bicentennial marketing strategies. Data collection will begin in February 2002 and be completed in June 2002. Third, a characterization of visitors to Lewis & Clark sites in Montana, including an assessment of visitor needs and preferences will be conducted from June through September 2002. The study results will help guide private and public sector planning and marketing for the Bicentennial. [ITR01, ITR02, ITR03]

BD-2: Sponsor Community Tourism Assessments

Montana's Community Tourism Assessment Program (CTAP) is an 8-month "self help" process offered to communities by Travel Montana with facilitation assistance provided by MSU Extension and UM's Institute for Tourism and Recreation Research. Local community action committees use the process and facilitation services to analyze local resident attitudes about and interest in tourism, their community's tourism potential, gaps in visitor services, basic marketing concepts, and the identification of affordable projects or actions that could strengthen the role of tourism in the local economy. Following completion of the CTAP process, the communities are eligible to apply for CTAP grant funds to help in the development of a tourism-related infrastructure project deemed a priority by the community. Since the beginning of the program in 1991, \$316,000 has been invested in 22 community projects. The amount of funds available for the CTAP Grants is dependent on funding available from Travel Montana's "bed tax" revenues. [LCBC08]

BD-3: Support Business Assistance Through Workshops, Loans, Counseling

The Commission will coordinate with the Montana Department of Commerce, Small Business Development Centers and others to provide business assistance workshops, low-interest loan programs and business counseling related to tourism development and the Bicentennial. [LCBC09]

BD-4: Encourage National Product Licensing

The Commission will help promote the National Bicentennial Council's product licensing program opportunity to Montana businesses who may be interested in national licensing and distribution for their products or services. Licensing opportunities, in coordination with the National Bicentennial Council and their agency, the Carlson Marketing Group, will be promoted through the Commission's newsletter, web site and annual conference, and via notices to chambers of commerce, business trade associations and statewide media. [LCBC10]

BD-5: Implement Statewide Sponsorship Opportunities Program

The Commission will develop a statewide sponsorship program for businesses and corporations who wish to market their products and services through sponsorship of Montana based Bicentennial events, projects and programming. The Commission also will provide technical assistance to local/regional planning groups regarding sponsorship opportunities for local events and projects. The program will be promoted statewide to businesses and corporations, to build awareness about Bicentennial events and projects seeking sponsors, and to promote the benefits to sponsoring businesses. [LCBC11]

APPENDIX H

Endorsement Guidelines

In order to ensure quality and historical/cultural accuracy as planning continues, the Commission has developed a list of proposed endorsement guidelines which will be used to evaluate events and projects for inclusion in the "official" Bicentennial program. The advantage of endorsement is heightened awareness/visibility and greater potential for sponsorships and other funding. Each event or project will be evaluated for endorsement on its own merits, with consideration being given to the sponsor's ability to identify:

- ◆ Goals
- ◆ Target markets
- ◆ Dates of event or anticipated lasting effect of a project
- ◆ Connection to the Lewis & Clark Expedition
- ◆ Connection to the Strategic Framework of the Montana Bicentennial Master Plan
- ◆ Means to ensure authenticity and cultural and historical accuracy
- ◆ Methods to promote multi-cultures
- ◆ Necessary elements to accomplish the event/project
- ◆ Responsible parties and brief identification of responsibilities
- ◆ Budget to implement and, if necessary, to maintain over a period of time
- ◆ Release of liability and proof of insurance
- ◆ Benefits to residents and nonresidents

The Commission's intent is to endorse any events and projects that meet their expectations to positively impact the overall Commemoration. However, if objectionable elements are incorporated in the project or event, endorsement will be denied or postponed. Elements that would restrict endorsement include the following:

- ◆ Undue burden on Montana's infrastructure or natural resources
- ◆ Inability to document historical accuracy and authenticity
- ◆ Exclusivity to one culture
- ◆ No link to the Lewis & Clark Expedition
- ◆ Allowance or encouragement of lewd, profane or crude behavior
- ◆ Failure to adhere to acceptable social standards
- ◆ Presentation of Montana as being deficient in areas such as technology, culture, education, etc.
- ◆ Risk of a libelous situation for the State of Montana

Appendix I Lewis & Clark Web Sites

MONTANA

Montana Lewis & Clark Intranet Site
www.montanalewisandclark.org

Montana Historical Society
www.montanahistoricalsociety.org

Lewis & Clark's Montana Journey
www.lewisandclark.state.mt.us

Travel Montana: Lewis and Clark in Montana
www.visitmt.com

Custer Country, Montana
www.custer.visitmt.com/lewis

MBRC: Missouri Breaks River Company
www.missouribreaksriverco.com

Gates of the Mountains
www.gatesofthemountains.org

Lewis and Clark Bicentennial Proposal
www.montana.com/chs/chs/lewisclk/lc_prop

Lewis And Clark Caverns - Near Boulder Montana
www.merrywidowmine.com/lccaverns

The Recollections of William Clark
www.missoula.bigsky.net/ritchie

Lewis and Clark in Beaverhead County
www.wmc.edu/ACAD/BUSTECH/Lewis/Clark

Montana Rendezvous
www.cw2.com/Laurel/ClarkBottom/INDEX

Montana Visitor/Resident Info
www.montanative.com

Show Me the Expedition
www.travel.state.mt.us/history/expedition

Lewis & Clark Bicentennial: Montana Fish, Wildlife & Parks
www.fwp.state.mt.us/parks/missnews

Travelers' Rest
www.travlersrest.org

L&C Yellowstone
www.mt.net/~rojomo/landc6

Lemhi Pass - Idaho Online Highways
www.ohwy.com/id/1/lemhipas

Lewis and Clark National Historic Trail
www.mountainzone.com/nationalparks/lecl/index

Lewis & Clark along the Lolo Trail with Clay Jenkinson
www.th-jefferson.org/html/jefferson_s_american_west

Lewis & Clark Expedition, Heritage Corridors Program,
www.wsdot.wa.gov/hlrld/hcp/LewClk

LEWIS & CLARK ORGANIZATIONS/INFO

Lewis & Clark Heritage Foundation, Inc
www.lewisandclark.org

National Council of the Lewis and Clark Bicentennial
www.lewisandclark200.org

Lewis & Clark Resource Archive
www.lcarchive.org

Along the Trail with Lewis and Clark: Montana Magazine
www.lewisandclark.com

Discovering Lewis and Clark by Harry Fritz, UMT
Issues, Values and Visions 1800-2006
www.lewis-clark.org

Lewis & Clark Northwest
www.lewisclarknw.org

Discovery Expedition of St. Charles
Missouri Division of Tourism
www.lewisandclark.net

Traveling the Lewis and Clark Trail
www.lewis-and-clark.org

Lewis and Clark's Historic Trail (So. Dakota)
www.lewisclark.net

Meriwether Lewis
www.meriwetherlewis.com

Lewis and Clarks Corps of Discovery
www.corpsofdiscovery.org

The Lewis and Clark Center
www.lewisandclarkcenter.org

Lewis and Clark Trail - Re-live the Adventure
www.LewisAndClarkTrail.com

Lewis and Clark Adventures - Home page
www.lcadventures.com

Lewis & Clark Resource Archive
www.lcarchive.org

FEDERAL GOVERNMENT/AGENCIES

DOI : Lewis and Clark Bicentennial Funding Sourcebook
www.doi.gov/sourcebook/bicentennialsourcebook.pdf

Commemoration Of The Bicentennial Of The Lewis And Clark Expedition
www.senate.gov/~dorgan/statemnt/052397

Lewis and Clark Expedition Bicentennial Page
www.house.gov/blumenauer/lclark

BLM Montana -- Pompeys Pillar National Historic Landmark
www.blm.gov/education/feature/feature7

Lewis & Clark Bicentennial Plans Under Way
www.mt.blm.gov/mcfo/LC

Lewis and Clark National Historic Trail Home Page
www.nps.gov/lecl

Pre-settlement Wildlife and Habitat of Montana
www.npsc.nbs.gov/resource/literatr/presettl/expedit/lewis

Lewis and Clark National Historic Trail Interpretive Center
www.fs.fed.us/r1/lewisclark/lcic

Lewis and Clark National Forest
www.fs.fed.us/img/xrec_mt_id_wy.conf?451,210

Bicentennial Plans: Lolo Trail / Clearwater National Forest
www.fs.fed.us/r1/clearwater/lewis_clark

The Lewis and Clark Expedition: Library of Congress
www.lcweb.loc.gov/exhibits/treasures/trr001

Lemhi Pass
www.fs.fed.us/r1/b-d/virtual-lemhi-pass

NATIVE AMERICANS

Indians - Shoshoni
www.web.ccsd.k12.wy.us/indians/Shoshoni

The Mandan Indian Villages
www.bitterroot.net/usdafs/lcmandan

The Nez Perce and the Lewis & Clark Expedition
www.hanksville.org/daniel/misc/Lewis.Nez

Shoshone - Lewis & Clark Reunion
www.mountaintoptradingco.com/rendz_flyers/clark_canyon

EDUCATION

American Scene: Lewis & Clarkiana
www.archaeology.org/9911/abstracts/scene

Searching for Lewis & Clark
www.archaeology.org/9801/newsbriefs/lewis

History - Lewis & Clark Mural
www.canby.k12.or.us/Eccles/ThisLand/hislewcl

Exploring with Lewis & Clark
www.usgenet.org/~ahorumat/lewis__clark

GTCC Lewis and Clark Re-Discovery Project
www.gtccmt.org/grants/lewis_clark/lewis_clark

L&C Expedition Homepage @ WSU
www.vpds.wsu.edu/lcexpedition/index

Museum of the Rockies Archaeology
www.montana.edu/wwwmor/archo

Lewis and Clark: The Journey of the Corps of Discovery
www.pbs.org/lewisandclark

On the Trail With Lewis and Clark
www.onlineclass.com/Trail

Teachers' Guild Lesson Plan: L & C Corps of Discovery
www.edsoasis.org/TGuild/Lessons/CorpsDisc

Lewis & Clark Lesson Plans
www.proteacher.com

PRODUCTS

Beads and Lewis and Clark
www.thebeadsite.com/FRO-LaC

Brain Games : Lewis and Clark Navigation
gcs.glyphix.com/lit/braingame.php3

Firearms of the Lewis & Clark Expedition
www.firearms.com

Frames for Corps of Discovery
www.montanaphotos.com/Corps_of_Discovery/Corps2

Lewis & Clark Obelisk
www.trainweb.com/slides/ss07/ss07a015

C.M. Russell's Captain William Clark,
www.cal-neva.com/GALLERY/LWSCLRK1

Russell Image: Indians Discovering Lewis and Clark
www.moneymaker.com/gallery/russellc/indsl&c.gif

Lewis and Clark Counted Cross Stitch
www.posycollection.com/LC1

Lewis and Clark Journals & Diaries
www.webwest.com/lewis-clark/index

Society Gazette : Lewis and Clark Coloring Book
www.leavenworth-net.com/lchs/sum97#lewis

Seaman—Captain Lewis's Newfoundland Companion
www.montanaphotos.com/Corps_of_Discovery/Seaman

Stephen E. Ambrose, Undaunted Courage
www.stephenambrose.com/undaunt

Lewis & Clark Trail photography by Montana Photographer
Wayne Mumford
www.waynemumford.com

Lewis and Clark expedition trail services, lodging, gifts, art.
www.mountain-memories.com

Paintings of Louis Archambault
www.lewisclarkartist.hypermart.net

Portage Cache Store-NFS L&C Interp. Ctr, Great Falls
www.montana.com/portagecache

L&C Provisions Store and Merchantile
www.lewisandclarkprovisionsstore.com

Keelboat replicas and restoration
www.keelboat.com

Montana Magazine and books
www.montanamagazine.com

Lewis and Clark Products
www.woodlandgifts.com/l-c

William Clark's Compass
www.si.edu/siphotos/tech-history/compas.gif

Lewis & Clark Dolls - Keystone - Carlson Dolls
www.theindianskeystone.com/dolls

TOURS

Lewis and Clark Interactive Tour
www.fs.fed.us/r4/sc/lewis-clark/lewisintro

On the Trail of Lewis and Clark
www.grouptour.com/Pages/Feature/Lewis-clark

Lewis and Clark Historic Trail Tours By Motorcoach
www.rmdt.com

AAPG Geotour: Louis & Clark
www.aapg.org/education/fds_lewis_clark

Along The Lewis and Clark Trail Historic USA Tour Page
www.ns.net/~mjames/gadabout/lewis

Guided Scenic Tours of the Lewis and Clark Trail
www.greatdividetours.com

GORP - Travelers Guide to the Lewis and Clark Trail
www.gorp.com/gorp/publishers/falcon/drv_l&c

The Lewis & Clark Trail
www.glness.com/motorcoach/lc_trail

The Lewis & Clark Trail by Bicycle Website
www.kcnet.com/~rex

Open Road Tours - Special Interest Tours
www.openroadtours.com/sit#lac

Canoe Trips on the Upper Missouri of Montana
www.lewisandclarkguide.com

Overland canoe IV-- The retracing of Lewis and Clark
www.overlandcanoe.com

Lewis & Clark
www.exploremontana.com/adventure/lewis__clark

Montana Lewis and Clark tour
www.moga-montana.org/ser3/MontanaLwckw10

Starwest Adventures - Missouri River Canoe Trips
www.starwestadventures.com

Tourism
www.ezl.com/~hartford/tourism

Lewis and Clark Adventures
www.montanafunadventures.com/lewisclark

Lewis and Clark Trail Adventures
www.trailadventures.com

MISCELLANEOUS

General Motors-Lewis and Clark (PBS-Ken Burns)
www.gm.com/about/community/mark/lewisclark

Lewis & Clark @ nationalgeographic.com
www.nationalgeographic.com/lewisclark/index

Lewis & Clark Roster Info (FTP)
<ftp://ftp.cac.psu.edu/pub/genealogy/roots-l/genealog/genealog.lewclark>

Lewis & Clark Trail Map
www.plix.com/~users/ncallahan/home/lewisclark1

Lewis & Clark Bicentennial Exposition
www.new-albion.com

The Rivers of Lewis and Clark
www.amrivers.org/l_c

Lewis & Clark Expedition
www.mdc.net/~eddiel/lewclk

POTENTIAL RESOURCES FOR FUNDING AND TECHNICAL ASSISTANCE

GENERAL

G1. Lewis and Clark Bicentennial Sourcebook

DESCRIPTION: The Department of the Interior has compiled the *Lewis and Clark Bicentennial Sourcebook* to assist states, communities and Tribes in locating potential, existing sources of Federal, State, and philanthropic support for Bicentennial projects. Details on programs and foundations supporting projects in the areas of community and economic development, cultural resource management and historic preservation, education, infrastructure and transportation, museum and library services, natural resource management and conservation, and recreation has been included in the *Sourcebook*. Information in the *Sourcebook* has been divided into four chapters: Federal Assistance, National Foundations, Multi-State Foundations, and State Government Programs and State-Specified Foundations. Within these categories, states, Tribes and communities will not only find support for projects such as trail maintenance and construction, historical and cultural events, classroom materials and others, but also for projects designed to bolster transportation systems, public safety, and related community infrastructure that may be strained by increased tourist activity associated with the Bicentennial.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: The Department of the Interior, www.doi.gov; Lewis & Clark Bicentennial Council, www.lewisandclark200.org

FEDERAL

F1. Challenge Cost Share Program: USDA Forest Service, Bureau of Land Management, National Park Service

DESCRIPTION: The Challenge Cost Share (CCS) program provides matching funds to non-federal organizations for projects that provide new or enhanced opportunity for protection, interpretation, or recreation at sites or segments of the Lewis & Clark National Historic Trail. Once a project is approved, a cooperative agreement is prepared between the Agency and the partnership organization. Agency funding is made on a reimbursement basis for actual cost. This program is not an "up front" grant. The agreement requires some level of Agency involvement in the project.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Bureau of Land Management, Attn: George Peternel, 5001 Southgate Drive, Billings MT 59101, (406) 896-5037, gpeternel@mt.blm.gov. USDA Forest Service, PO Box 7669, Missoula, MT 59807, Fax (406) 329-3347. National Park Service, Richard Williams (402) 221-3478 or Midori Raymore, (402) 221-3471, www.nps.gov/lecl/grants.

F2. USDA Forest Service: State and Private Forestry Grant Programs

DESCRIPTION: The goal of the State and Private Forestry grant program is to work with public and private partners to help maintain and improve America's forest and rural communities. It provides financial and technical assistance to State and local governments, tribes, private organizations, and other key partners. The programs are highly leveraged, averaging \$10 non-federal for every \$1 of federal investment.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: USDA Forest Service, Missoula, MT, Charlene Schildwachter, (406) 329-3599

F3. National Park Service Lewis & Clark Bicentennial Assistance Program

DESCRIPTION: This program will provide funding assistance up to \$100,000 for a limited number of projects.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: National Park Service website www.nps.lecl/grants

F4. US Army Corps of Engineers Planning Assistance

DESCRIPTION: To assist states, local government, tribes, and other non-federal entities in the preparation of comprehensive plans for the development, utilization, and conservation of water and related land resources.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: US Army Corps of Engineers, 215 N 17th, Omaha, NE 68102. Debra K. Brey, Business Development Director, (402) 221-7715, debra.k.brey@usace.army.mil; Maria Luckey, (402) 221-7269, maria.e.luckey@usace.army.mil; for general questions regarding Lewis & Clark in eastern Montana, contact Carol Ryan, Omaha District L&C Coordinator, (402) 667-7873 ext 3248; for general information on the National L&C efforts, contact Jeannine M. Nauss, National Lewis & Clark Bicentennial Coordinator, (402) 697-2532.

STATE

S1. Lewis and Clark Bicentennial Commission Grants Program

DESCRIPTION: As part of their respective missions, the Montana Lewis & Clark Bicentennial Commission, US WEST, and Montana Department of Transportation partnered their financial resources in 2000 to offer grants to qualified non-profit organizations undertaking Lewis & Clark-related projects in preparation for the 200-year anniversary of the Lewis & Clark Expedition through Montana. Plans are again under way to offer the Lewis & Clark Bicentennial Commission Grants Program for early Spring 2001.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Lewis & Clark Bicentennial Commission, PO Box 201203, Helena, MT 59620-1203, (406) 443-2109, www.montanalewisandclark.org, cblackwood@state.mt.us

S2. Travel Montana / Montana Commerce Department: Tourism-Related Infrastructure Grant Programs

DESCRIPTION: Travel Montana's Tourism Infrastructure Investment Program (TIIP) provides grant funding for non-profit project sponsors to facilitate the development of new tourism-related products, and the enhancement of existing products to encourage visitors to stay longer in the state of Montana. These developments and enhancements should strengthen Montana's attraction as a competitive tourism destination.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Victor Bjornberg, Tourism Development Coordinator, (406) 444-4366, Fax (406) 444-1800, victor@visitmt.com.

S3. Montana's Community Tourism Assessment Program (CTAP)

DESCRIPTION: CTAP is an 8-month "self help" process offered to three communities each year by Travel Montana with facilitation assistance provided by MSU Extension and the University of Montana Institute for Tourism and Recreation Research. Local community action committees use the process and facilitation services to analyze local resident attitudes about and interest in tourism, their community's tourism potential, gaps in visitor services, and the identification of affordable projects or actions that could strengthen the role of tourism in the local economy.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Victor Bjornberg, Tourism Development Coordinator, (406) 444-4366, Fax (406) 444-1800, victor@visitmt.com.

S4. Montana Department of Transportation: Community Transportation Enhancement Program (CTEP)

DESCRIPTION: CTEP projects are transportation related activities that are designed to strengthen the cultural, aesthetic, and environmental aspects of Montana's intermodal transportation system. The CTEP program provides for the implementation of a variety of non-traditional projects. The MDT has elected to sub-allocate the enhancement funds to the local governments for selection and prioritization of local CTEP projects. Funds are distributed to the eligible local governments based on population figures provided by the U.S. Bureau of the Census.

AMOUNT: Contact Source

REQUIREMENTS: Contact source

SOURCE: For more policy and procedural requirements information, visit www.mdt.state.mt.us/planning/ctep/default

S5. Conservation Assistance Tools (CAT)

DESCRIPTION: Conservation Assistance Tools (CAT) is a searchable database of grants, cost sharing, and technical assistance available for natural resources projects in the western United States. It is designed to help local communities, nonprofits, and government agencies reach the information, potential partners, and financial support needed to accomplish grassroots conservation projects in the West. This database has over 1100 different grant and technical assistance sources for 16 western states, including all the FWS Region 6 States. This is the culmination of three years of effort on the part of the eight federal, state and nonprofit partners. The database resides on the server of the Sonoran Institute, a nonprofit organization in Tucson, Arizona.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: www.sonoran.org

S6. Montana Community Foundation

DESCRIPTION: Interests of the Montana Community Foundation include the arts, economic and community development, education, the environment, natural resources, and human resources.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: Montana Community Foundation, Sidney Armstrong, Executive Director, 101 N. Last Chance Gulch, Suite 211, Helena, MT 59601, (406) 443-8313, mtcf@mt.net, www.mtcf-org

S7. Montana Department of Natural Resources and Conservation

DESCRIPTION: Various grants and loans are available. The *Lewis and Clark Bicentennial Sourcebook* (www.doi.gov or www.lewisandclark200.org) contains several listings.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: Department of Natural Resources and Conservation, 1625 Eleventh Avenue, PO Box 201601, Helena, MT 59620, (406) 444-2070, Fax (406) 444-2684

S8. Montana Historical Society

DESCRIPTION: The Montana Historical Society, originally organized by the territorial legislature in 1865, received state approval in 1891 and experienced reorganization in 1949. The Montana Historical Society is a state agency dedicated to the use, learning, culture, and enjoyment of the citizens of the state and committed to the acquisition, preservation, and protection of historical records, art, archival, and museum objects, historical places, sites, and monuments and the custody, maintenance, and operation of the historical library, museums, art galleries, and historical places, sites, and monuments.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: Montana Historical Society, Mr. Arnold Olsen, Director, 225 N. Roberts, PO Box 201202, Helena, MT 59620, (406) 444-4706, www.montanahistoricalsociety.org

LOCAL

L1. Montana Community Development Corporation (MCDC)

DESCRIPTION: Montana Community Development Corporation is a private, non-profit organization. MCDC's goal is to improve the economy of Western Montana by providing assistance to new and expanding businesses, sustain communities and create income opportunities for low and moderate income residents. Services are offered in the following Western Montana counties: Missoula County, Ravalli County, Sanders County, Mineral County and South Lake County. MCDC's trained commercial loan officers are available to assist in obtaining the financing needed. Direct loans can be made from MCDC loan funds, or MCDC can assist with accessing bank loans or government-backed loan funds.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Tracey Spoonemore, 103 E Main Street, Missoula MT 59802, (406) 728-9234, www.mtcdc.org, tspoon@mtcdc.org

L2. Bonner Development Group, Inc. (BDG)

DESCRIPTION: The Bonner Development Group is a proactive, grassroots organization of community residents who work cooperatively to promote the kinds of growth that will achieve a balance between the native beauty of our community environment and the commercial, residential, and industrial development that brings employment, prosperity, and infrastructure support.

AMOUNT: Contact source

REQUIREMENTS: Contact source

SOURCE: Bruce Hall, PO Box 731, Milltown, MT 59851, (406) 258-5268

L3. Glacier Action and Involvement Now (GAIN)

DESCRIPTION: Glacier Action and Involvement Now (GAIN) serves as Glacier County's local economic and community development organization and is organized to assist, where possible, in developing a more vibrant economy for the residents and businesses of Glacier County. GAIN provides technical and grant writing assistance to individuals, units of local government and other organizations. GAIN is intimately involved in working in coalition with others in north central Montana on the development of a comprehensive strategy to attract Lewis and Clark visitors and developments to this part of Montana.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: GAIN, Inc., Executive Director, PO Box 1329, Cut Bank, MT 59427, (406) 873-2337

L4. Valier Development Corporation

DESCRIPTION: Organization dedicated to the general economic growth of the Valier area. Involved in tri-county Lewis and Clark Bicentennial effort in north central Montana, representing interests of Valier area.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Reid Stuart, Secretary, Valier Development Corporation, (406) 279-3331

L5. The Montana Power Foundation, Inc.

DESCRIPTION: Funds arts/cultural programs; education; community development; conferences/seminars. Giving primarily in areas of company operations in Montana.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: William D. Cain, Manager, 40 East Broadway, Butte, MT 59701-9394, (406) 497-2602,
www.mtpower.com/community/foundation, bcain@mtpower.com.

L6. Dennis & Phyllis Washington Foundation, Inc.

DESCRIPTION: Funds education; youth development; economically disadvantaged. Giving primarily in areas of
company operations in Montana.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Russell J. Ritter, President, PO Box 7067, Missoula, MT 59807-7067, (406) 523-1300.

PRIVATE

**** Indicates foundations that publish specific interest in Native American projects**

P1. Lewis and Clark Bicentennial Sourcebook

DESCRIPTION: The Department of the Interior has compiled the *Lewis and Clark Bicentennial Sourcebook* to assist Tribes,
and communities, in locating potential, existing sources of Federal, State, and philanthropic support for
Bicentennial projects. There are 25 listings for National Foundations. Sixteen Multi-State Foundations are listed;
seven of which are specific for Montana.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Department of the Interior, www.doi.gov; Lewis & Clark Bicentennial Council, www.lewisandclark200.org.

P2. ** The Abelard Foundation, Inc.

DESCRIPTION: Seed money for model projects.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: White & Case, 1155 Avenue of the Americas, New York, NY 10036.

P3. Annenberg Foundation

DESCRIPTION: Funds education; child development; culture.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: St. Davids Center, Dr. Gail C. Levin, Senior Program Officer, 150 Radnor-Chester Road, Suite A-200, St. Davids, PA 19087, (610) 341-9066.

P4. Altran Foundation, Inc.

DESCRIPTION: Funds cultural/ethnic awareness; history; conferences/seminars.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Diane Fischer, President, 23-25 East 21st Street, 3rd Floor, New York, NY 10010, (212) 505-9677.

P5. ** American Honda Foundation

DESCRIPTION: Funds education; child and youth services.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Kathryn A. Carey, Manager, PO Box 2205, Torrance, CA 90509-2205, (310) 781 4090.

P6. The Aurora Fund

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Jeffrey Bronfman, 176 Valley Drive, Santa Fe, NM 87501, (505) 988-5924.

P7. ** Ben & Jerry's Foundation, Inc.

DESCRIPTION: Funds child development; education; natural resources conservation; community development, race/intergroup relations.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Debby Kessler, Administrative Assistant, 30 Community Drive, South Burlington, VT 05403, (802) 846-1500, www.benjerry.com/foundation.

P8. ** Burlington Northern Santa Fe Foundation

DESCRIPTION: Funds literacy; education; children and youth services; arts/cultural programs. Giving limited to areas of company operations in the Midwest, North, Northwest, Southeast, Southwest, and the West.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Dick Russack, President, 5601 West 26th Street, Cicero, IL 60804, (708) 222-4815.

P9. ** Carnegie Corporation of New York

DESCRIPTION: Funds education; conferences/seminars.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Dorothy Wills Knapp, Secretary, 437 Madison Avenue, New York, NY 10022, (212) 371-3200,
www.carnegie.org.

P10. ** The Endangered Language Fund

DESCRIPTION: Funds language projects.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Dr. Douglas Whalen, President, Department of Linguistics, Yale University, New Haven, CT 06520,
whalen@haskins.yale.edu.

P11. Freedom Forum, Inc.

DESCRIPTION: Funds education; arts/cultural programs; conferences/seminars.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Charles L. Overby, Chairman, or Gene Policinski, Special Assistant to the President, 1101 Wilson Blvd., 22nd
Floor, Arlington, VA 22209, (703) 528-0800, www.freedomforum.org, news@freedomforum.org.

P12. Fund for Folk Culture

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: PO Box 1566, Santa Fe, NM 87504, (505) 984-2534.

P13. ** Fund of the Four Directions

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: 8 West 40th Street, Suite 1610, New York, NY 10018, (212) 768-1430, (212) 768-1471.

P14. The Gaea Foundation, Inc.

DESCRIPTION: Funds cultural/ethnic awareness; environment; youth development; seed money.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Cynthia Clay, Grants Administrator, PO Box 11855, Washington, DC 20008-9055, (202) 244-6890, gaeafdt@mindspring.com.

P15. ** Gannett Foundation, Inc.

DESCRIPTION: Funds literacy; education; natural resource conservation; community development; seed money – in communities served by Gannett publications.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Irma Simpson, Manager, 1100 Wilson Blvd., 30th Floor, Arlington, VA 22234, www.gannett.com/map/foundation, isimpson@gcil.gannett.com.

P16. J. Paul Getty Trust

DESCRIPTION: Funds cultural/ethnic awareness; history and archaeology; museums, historic preservation; program development.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: The Getty Grant Program, 1200 Getty Center Drive, Suite 800, Los Angeles, CA 90049-1685, (310) 440-7320, www.getty.edu/grant.

P17. ** The Handsel Foundation

DESCRIPTION: Funds education; curriculum development.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Sally A. Outis, Executive Director, 1320 Solano Avenue, Suite 102, Albany CA, 94706, (510) 524-7797, sao@dnai.com.

P18. Heineman Foundation for Research, Educational, Charitable and Scientific Purposes, Inc.

DESCRIPTION: Funds language and linguistics; education; child development; natural resource conservation; race/intergroup relations; program development; seed money.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Brown Brothers Harriman Trust Co., 63 Wall Street, New York, NY 10005.

P19. Indigenous Language Institute (ILI)

DESCRIPTION: Works with indigenous communities to preserve and perpetuate the languages of the original inhabitants of the Western Hemisphere.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Inee Yang Slaughter, Executive Director, 560 Montezuma Avenue, 201-A, Santa Fe, NM 87501, (505) 820-0311, www.indigenous-language.org, ili@indigenous-language.org.

P20. ** Melville and Elizabeth Jacobs Fund

DESCRIPTION: Funds Native languages of the Northwest.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Whatcom Museum, Bellingham, WA.

P21. The Samuel S. Johnson Foundation

DESCRIPTION: Funds early childhood education; literacy; rural development; community development; conferences/seminars; seed money. Funding primarily in Oregon.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Elizabeth Hill Johnson, President, PO Box 356, Redmond, OR 97756, (541) 548-8104, ssjohnson@empnet.com.

P22. W.K. Kellogg Foundation

DESCRIPTION: Funds youth development; minorities; rural development; seed money.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Karen E. Lake, Director of Communications and Marketing, 1 Michigan Avenue East, Battle Creek, MI 49017-4058, (616) 968-1611, www.wkkf.org.

P23. The Kresge Foundation

DESCRIPTION: Funds arts/cultural programs; environment; capital campaigns; land acquisition.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: John E. Marshall III, President and CEO, 3215 West Big Beaver Road, PO Box 3151, Troy, MI 48007-3151, (248) 643-9630, www.kresge.org.

P24. ** Lannan Foundation

DESCRIPTION: Funds literature; arts/cultural programs; rural Native American communities; land acquisition.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Linda Hughes, Administrator, 313 Read Street, Santa Fe, NM 87501, (505) 986-8160.

P25. John D. and Catherine T. MacArthur Foundation

DESCRIPTION: Funds community development; natural resource conservation; arts/cultural programs; program development.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Richard Kaplan, Director of Grants Management, Research and Information, 140 South Dearborn Street, Suite 1100, Chicago, IL 60603-5285, (312) 726-8000, www.macfdn.org, 4answers@macfdn.org.

P26. ** Minnesota Mining and Manufacturing Foundation, Inc.

DESCRIPTION: Funds early childhood education; child development; natural resource conservation; program development. Giving primarily in locations where company has locations, including Iowa, Illinois, Indiana, Missouri, North Dakota, Nebraska, Oklahoma, Oregon, Pennsylvania, South Dakota, Virginia, Washington, and West Virginia.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Richard E. Hanson, Vice President, 3M Foundation, Inc., 3M Center, Building 220-6E-02, St. Paul, MN 55144-1000, (612) 736-0633.

P27. ** Native Americans in Philanthropy

DESCRIPTION: Professional organization of Native Americans in philanthropy.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Dona Chavis, Executive Director, PO Drawer 1429, Lumberton, NC 28359.

P28. North Dakota Community Foundation

DESCRIPTION: Funds children and youth; community development; economically disadvantaged; program development; seed money; conferences/seminars. Giving primarily in North Dakota.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Kevin J. Dvorak, President, PO Box 387, Bismarck, ND 58502-0387, (701) 222-8349.

P29. ** The Dorothea Haus Ross Foundation

DESCRIPTION: Funds child development; family services; economically disadvantaged; program development; seed money.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Wayne S. Cook, PH.D., Executive Director, 1036 Monroe Avenue, Rochester, NY 14620, (716) 473-6006, dhrossfnd@aol.com.

P30. The Shelley & Donald Rubin Foundation, Inc.

DESCRIPTION: Funds cultural/ethnic awareness; natural resource conservation; minorities.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Evelyn Jones Rich, Executive Director, 115 5th Avenue, 7th Floor, New York, NY 10003, (212) 780-2035, www.sdrubin.org.

P31. ** Bess Spiva Timmons Foundation

DESCRIPTION: Funds arts/cultural programs; children and youth; program development; seed money. Giving primarily in the central and western states.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Jill Larson, President, Mercantile Trust Co., N.A., PO Box 8, Joplin, MO 64802-0008, Application address: PO Box 275367, San Diego, CA 92198-1536, (619) 676-5361.

P32. **US West Foundation

DESCRIPTION: Funds arts/cultural programs; education; youth development; economically disadvantaged. Giving limited to states served by US West (now Qwest), including Iowa, Idaho, Montana, North Dakota, Nebraska, Oregon, South Dakota, Washington.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: Jane Prancan, Vice President and Executive Director, 1801 California Street, Suite 1360, Denver, CO 80202 (303) 896-4465, (800) 843-3383, www.uswf.org.

P33. ** USX Foundation, Inc.

DESCRIPTION: Funds museums; historic preservation; education; natural resource conservation; children and youth services. Giving primarily in areas of company operations, including Illinois, Indiana, Oklahoma, Western Pennsylvania.

AMOUNT: Contact Source

REQUIREMENTS: Contact Source

SOURCE: James L. Hamilton, III, General Manager, 600 Grant Street, Room 685, Pittsburgh, PA, 15219-4776, (412) 433-5237, www.usx.com/usxfound.pdf.

BUSINESS OPINION QUESTIONNAIRE

ABOUT

MONTANA'S LEWIS & CLARK BICENTENNIAL COMMEMORATION

1. In your opinion, what goals should be emphasized as we plan for the Bicentennial? (rate the level of importance, with 1 = Very Important, 2 = Important, 3 = Not Very Important)

___ Maximize Business Opportunities ___ Ensure Historical Accuracy ___ Incorporate Tribal Perspectives ___ Build Business in Off-Peak Seasons	___ Protect Montana's Natural Resources ___ Keep Tourists in Developed Urban Areas ___ Disperse Tourists to Rural Areas (If Desired) ___ Other: _____
--	--
2. What types of projects should be Montana's top Bicentennial priorities? (check all that apply)

☐ Tourism Development in <i>Urban</i> Areas ☐ Tourism Development in <i>Rural</i> Areas ☐ Infrastructure Improvements ☐ Customer Service Training ☐ Projects that Leave a Lasting Legacy ☐ Other: _____	☐ Promotion of Montana Products ☐ Educational Programs for Montanans ☐ Events & Reenactments ☐ Historic Preservation (Trail, Sites, etc.) ☐ Involvement of Montana's Youth
--	---
3. What concerns do you have, if any, about the Bicentennial commemoration? (use reverse side if necessary)
Please circle the project type above that would be your highest priority.
4. a. Is your company interested in Bicentennial participation?

☐ Yes	☐ Maybe
☐ No (skip to question 8)	

b. If Yes or Maybe, in what way? (check all that apply)

☐ Serve on Board of Corporate Advisors ☐ Sponsor of Event ☐ Licensed Bicentennial Products ☐ Provide Supplies or Tourist Services ☐ Community-oriented Grants Program	☐ Bicentennial Marketing/Promotion ☐ Sponsor of a Lasting Legacy Project ☐ Participation in Educational Programming ☐ Historic Preservation Projects ☐ Other: _____
--	--
5. What type of marketing or public relations benefits (in exchange for your participation) would be most valuable to your company? (check all that apply)

☐ Direct business referrals ☐ Official Supplier or Vendor designation ☐ Company Recognition for Legacy Projects ☐ Recognition at Bicentennial Events ☐ Other: _____	☐ Major Sponsor Designation in Promotions ☐ Preferred Seats/Access to Bicentennial Events ☐ Recognition for Preservation/Restorat'n Efforts ☐ Internet Product Catalog, Tourist Info or Links
--	--

(OVER)

6. **What level of investment in Bicentennials programming might your company consider?**
(check all that apply)

Monetary Investment:

- ☐ Under \$5,000
☐ \$5,000 - \$10,000
☐ \$10,000 - \$50,000
☐ \$50,000 - \$100,000
☐ \$100,000 - \$500,000
☐ \$500,000 or more

Inkind Services Investment:

- ☐ Professional Staff Support
☐ Other Staff Support (Administrative, etc.)
☐ Supplies or Materials
☐ Labor or Equipment
☐ Marketing or Promotion
☐ Other _____

7. **In which part(s) of the State are you most interested in being involved?** (check all that apply)

- ☐ Northeast
☐ North Central
☐ Northwest
☐ All (Statewide)

- ☐ Southeast
☐ South Central
☐ Southwest
☐ Other/Specific _____

8. **Company Information:**

Company Name _____
Contact Name _____
Mailing Address _____
Telephone _____ Fax _____
E-mail _____ Web Site _____

9. **Do you have further comments to share with us?** (attach additional sheets if necessary)

Thank you for your help – your insights are extremely valuable to us!
Please fax or mail this survey by July 14, 2000 in the enclosed envelope to:

Lewis & Clark Bicentennial Planning Team

PO Box 201203, Helena, MT 59620-1203

Tel: (406)442-4141 ♦ Fax: (406)443-0563 ♦ E-mail: gailb@mt.net

APPENDIX L

Montana Lewis & Clark Bicentennial Commission Enabling Legislation

Cross-References: Changing agency references in MCA – Code Commissioner authority, 1-11-101.

2-15-137. Federal aid. If any part of a reorganization within the executive branch is ruled to be in conflict with federal requirements which are a prescribed condition to the receipt of federal aid by the state, an agency, or a political subdivision, that part of the reorganization has no effect and the governor may issue an executive order which substitutes for that part to the extent necessary to effectuate the receipt of federal aid. The order is effective until the legislature again acts upon the matter.

History: En. 82A-122 by Sec. 1, Ch. 272, L. 1971; amd. Sec. 20, Ch. 358, L. 1973; R.C.M. 1947, 82A-122; amd. Sec. 8, Ch. 575, L. 1981.

2-15-138 through 2-15-149 reserved.

2-15-150. (Temporary) Lewis & Clark bicentennial commission – membership – purpose – account. (1) There is a Lewis & Clark bicentennial commission.

(2) The commission consists of 12 members, as follows:

(a) nine members who must be appointed by the governor, at least three of whom must be enrolled members of a Montana Indian tribe and live on a Montana Indian reservation, who shall serve 3-year staggered terms, who shall represent Montana's different geographical areas, and who must have an interest in the history of the Lewis & Clark expedition;

(b) the director of the Montana historical society, established in 22-3-101;

(c) the administrator of the parks division within the department of fish, wildlife, and parks, established in 2-15-3401; and

(d) the director of travel Montana.

(3) The commission is responsible for coordinating and promoting observance of Montana's bicentennial commemoration of the Lewis & Clark expedition and the importance of the roles played by Montana's Indian people to the Lewis & Clark expedition. The commission may:

(a) cooperate with national, regional, statewide, and local events promoting the bicentennial;

(b) plan and coordinate or assist in planning and coordinating bicentennial events;

(c) engage in fundraising activities, including revenue-earning enterprises and the solicitation of grants, gifts, and donations;

(d) promote public education concerning the Lewis & Clark expedition and the history and culture of Montana's Indian people at the time of the Lewis & Clark expedition; and

(e) perform other related duties.

(4) There is a Montana Lewis & Clark bicentennial account. Money in the account may include money from revenue-earning enterprises, grants, gifts, or donations, money appropriated by the legislature, and interest earned on the account. Account funds must be used for the purposes described in this section.

(5) The commission is attached to the Montana historical society for administrative purposes only as provided in 2-15-121.

(Terminates December 31, 2007 – sec. 2, Ch. 428, L. 1997.)

